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## Legislative Assembly of Ontario

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## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Wednesday 11 December 2013

# Journal des débats (Hansard)

Mercredi 11 décembre 2013

## Standing Committee on General Government

Protecting Child  
Performers Act, 2013

## Comité permanent des affaires gouvernementales

Loi de 2013 sur la protection  
des enfants artistes





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## LEGISLATIVE ASSEMBLY OF ONTARIO

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Wednesday 11 December 2013

Mercredi 11 décembre 2013

*The committee met at 1631 in committee room 2.*PROTECTING CHILD  
PERFORMERS ACT, 2013  
LOI DE 2013 SUR LA PROTECTION  
DES ENFANTS ARTISTES

Consideration of the following bill:

Bill 71, An Act to protect child performers in the live entertainment industry and the recorded entertainment industry / Projet de loi 71, Loi visant à protéger les enfants artistes dans l'industrie du spectacle vivant et l'industrie du spectacle enregistré.

**The Chair (Mr. Grant Crack):** Thank you very much, everyone. I'd like to welcome everyone and thank everyone in the audience for their patience, as there were some special circumstances in the House this afternoon that have delayed the start of the committee.

Today, we're here to deal with the clause-by-clause consideration of Bill 71, An Act to protect child performers in the live entertainment industry and the recorded entertainment industry. Are there any questions or comments before we start from members of the committee? If not, I believe we'll move to motion number 1. Ms. Damerla?

**Ms. Dipika Damerla:** I move that the definition of "child performer" in section 1 of the bill be struck out and the following substituted:

"'child performer' means a child under 18 years of age who performs work or supplies services for monetary compensation in the entertainment industry as a performer, including as a background performer;"

This is a critical motion because it will align the definition of "child performer" with the definition of "worker" under the Occupational Health and Safety Act and reflect the general status of child performers as independent contractors under the Employment Standards Act, making enforcement easier.

**The Chair (Mr. Grant Crack):** Thank you, Ms. Damerla. Any further discussion? Does the motion carry? Sorry? Oh, those in favour? Motion carried.

The next motion is dependent on the passage or non-passage of section 7 on page 16, and we would need unanimous consent of the committee to stand down that particular motion. Do I have unanimous consent? Okay, so we have unanimous consent. We'll move to number 3. Ms. Damerla?

**Ms. Dipika Damerla:** I move that section 1 of the bill be amended by adding the following definition:

"'week' means,

"(a) a recurring period of seven consecutive days beginning on Monday and ending on Sunday, or

"(b) another recurring period of seven consecutive days selected by the employer for the purpose of scheduling work."

The reason this is required is that the new definition of "week," again, brings the meaning of the term in line with a similar definition under the Employment Standards Act, which is flexible for application in both industries.

Again, this motion is critical because, as drafted, the bill contains definitions of "week," and "live entertainment industry work week" under part IV, live entertainment industry, and references to a seven-day period throughout the bill, which makes interpretation for enforcement and compliance purposes impossible. I also just want to flag that you will see this definition being changed several times as we move along through the bill.

**The Chair (Mr. Grant Crack):** Thank you very much. Any further discussion? There being none, those in favour of the motion?

I'll do it one more time, if that's okay. I don't think they're paying attention over there.

Those in favour of the motion? Carried.

**Ms. Dipika Damerla:** You can't carry it because we still have—

**The Chair (Mr. Grant Crack):** I carried the motion.

**Ms. Dipika Damerla:** Oh, the motion, okay, okay.

**The Chair (Mr. Grant Crack):** Thank you for your guidance, Ms. Damerla.

**Ms. Dipika Damerla:** You're welcome.

**The Chair (Mr. Grant Crack):** We shall move to motion 4. Ms. Damerla?

**Ms. Dipika Damerla:** I move that section 1 of the bill be amended by adding the following subsection:

"Restriction

"(2) For greater certainty,

"(a) a reference in this act to a person as an employee or an employer does not cause the person to be an employee or an employer for the purpose of any other act or law;

"(b) a reference in this act to an agreement as a collective agreement does not cause the agreement to be a collective agreement for the purpose of any other act or law; and



“(c) a reference to this act to an entity as a trade union does not cause the entity to be a trade union for the purpose of any other act or law.”

**The Chair (Mr. Grant Crack):** Could you please re-read section (c), please? I think there was a discrepancy to what's on the paper.

**Ms. Dipika Damerla:** Okay: “(c) a reference in this act to an entity as a trade union does not cause the entity to be a trade union for the purpose of any other act or law.”

**The Chair (Mr. Grant Crack):** Okay, thank you. Any further discussion on the motion? There being none, those in favour? Carried.

So what we'll do is we'll hold off on carrying the section until such time as we've dealt with motion 16, which refers to section 7. We'll move to section 2 at this point. I believe the opposition has a motion.

**Mr. Monte McNaughton:** I move that section 2 of the bill be amended by adding the following subsection:

“Non-application

“(3) Despite subsection (2), this act does not apply to a child under 18 years of age who,

“(a) appears as himself or herself in a production;

“(b) performs in a production as an instrumentalist, musician or conductor of a band, chorus or choir represented by a bargaining agent;

“(c) performs as part of a dancing group or an ethnic, religious, educational, cultural or philanthropic group that is not operated for the profit of its members;

“(d) is a member of the public appearing incidentally as part of a public event or as a member of a studio audience, unless the child is individually coached or directed;

“(e) is performing his or her regular work or professional duties (other than duties that involve working in the entertainment industry) at his or her regular place of work;

“(f) is pursuing his or her normal activities around his or her home, unless the child is coached or directed with respect to individual characterization;

“(g) is a contestant participating in a quiz program or game program, unless the child is coached or directed with respect to individual characterization;

“(h) appears in a news, education or public affairs production; or

“(i) is employed or contracted to perform in a production in the recorded entertainment industry if the working conditions in the production are subject to an agreement between a bargaining agent for employers and a bargaining agent for child performers.”

**The Chair (Mr. Grant Crack):** Thank you very much. Any further discussion? Ms. Damerla.

**Ms. Dipika Damerla:** Chair, we will be opposing this motion.

**Mr. Monte McNaughton:** Recorded vote, please.

**The Chair (Mr. Grant Crack):** Okay, we have a recorded vote. Any further debate? There being none, I shall call for the vote, and I ask the Clerk.

## Ayes

Harris, McNaughton, Yurek.

## Nays

Damerla, Dhillon, Fraser, Paul Miller, Sattler.

**The Chair (Mr. Grant Crack):** Okay, thank you very much. It appears that the motion is defeated.

So, shall section 2 carry? Carried.

There is also a new subsection 2.1. I believe Mr. Miller has a motion?

**Mr. Paul Miller:** Yes, thank you, Mr. Chair. This can be deleted and withdrawn.

**The Chair (Mr. Grant Crack):** Thank you very much, withdrawn. Moving on to section 3. Ms. Damerla?

**Ms. Dipika Damerla:** I move that section 3 of the bill be struck out and the following substituted:

“No contracting out

“3.(1) Subject to subsection (2), no employer or agent of an employer and no child performer or trade union or professional association representing a child performer shall contract out of or waive any right provided in this act and any such contracting out or waiver is void.

“Greater right or protection

“(2) If a provision in an employment contract, collective agreement or another act applies directly to the same subject matter as a provision in this act and the provision in the employment contract, collective agreement or other act provides a greater right or protection to a child performer, the provision in the employment contract, collective agreement or other act applies and the provision in this act does not apply.”

1640

**The Chair (Mr. Grant Crack):** Okay, thank you very much.

Any further discussion? There's none. Those in favour? Carried.

Shall section 3, as amended, carry? Carried.

Moving right along onto section 4. Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 4(1) of the bill be amended by striking out the portion before clause (a) and substituting the following:

“Disclosure

“4(1) Before employing or contracting for the services of a child performer, an employer shall hold a meeting at which the employer shall disclose to the child's parent or guardian,”

**The Chair (Mr. Grant Crack):** Okay, thank you. Any further discussion? There being none, those in favour? Carried.

Moving to 8.1—

**Ms. Dipika Damerla:** No, sorry. I have another amendment in section 4.

**The Chair (Mr. Grant Crack):** Yes. Section 4 is an opposition motion, which would be number 8.1.

Mr. McNaughton.

**Mr. Monte McNaughton:** I move clause 4—



**The Chair (Mr. Grant Crack):** I'm sorry. Excuse me, time out.

**Ms. Dipika Damerla:** We don't have a copy.

**The Chair (Mr. Grant Crack):** They don't have a copy.

**Mr. Paul Miller:** We have one copy; we're okay though. We have one copy.

*Interjections.*

**The Chair (Mr. Grant Crack):** I apologize. Mr. McNaughton, could you please commence again?

**Mr. Monte McNaughton:** I move that clause 4(1)(a) of the bill be struck out and the following substituted:

"(a) a general description of the role the child performer will play;"

**The Chair (Mr. Grant Crack):** Thank you. Any further discussion? Okay.

Those in favour? Carried.

Number 9 in your package, Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 4(3) of the bill be struck out and the following substituted:

"Ongoing disclosure

"(3) The employer shall disclose any proposed changes to the matters listed in subsection (1), and the employer shall not implement any of the proposed changes without the ... agreement of the child performer's parent or guardian."

*Interjection.*

**The Chair (Mr. Grant Crack):** Yes. I think you need to reread it, please. Section 3.

**Ms. Dipika Damerla:** "The employer shall disclose any proposed changes to the matters listed in subsection (1), and the employer shall not implement any of the proposed changes without the written agreement of the child performer's parent or guardian."

**The Chair (Mr. Grant Crack):** Any debate? There being none, those in favour? Carried.

Page 10, Ms. Damerla.

**Ms. Dipika Damerla:** Chair, I move that subsection 4(4) of the bill be struck out.

**The Chair (Mr. Grant Crack):** Any debate? Those in favour? Carried.

Now 10.1, Mr. McNaughton.

**Mr. Monte McNaughton:** I move that section 4 of the bill be amended by adding the following subsection:

"Script

"(5) Before production begins, the employer shall provide the child performer with the portions of the script that relate to the child performer's role."

**The Chair (Mr. Grant Crack):** Any debate?

**Mr. Monte McNaughton:** No. A recorded vote on that, please?

**The Chair (Mr. Grant Crack):** There has been a request for a recorded vote.

**The Chair (Mr. Grant Crack):** Carried.

Shall section 4, as amended, carry?

**Ms. Dipika Damerla:** Wait a minute. I have an amendment here, 4.1, number 11.

**The Chair (Mr. Grant Crack):** It's the next section. It's a new section, 4.1, so we'll deal with this particular section first.

Shall section 4, as amended, carry? Carried.

We shall move to the new section 4.1: Ms. Damerla.

**Ms. Dipika Damerla:** I move that the bill be amended by adding the following section:

"Written agreement required

"4.1 An employer shall not employ or contract for the services of a child performer except under a written agreement."

**The Chair (Mr. Grant Crack):** Debate? There being none, shall the motion carry? Carried.

Shall section 4.1 carry? No? That's it? That's it, sorry.

We'll move to section 5: Ms. Damerla.

**Ms. Dipika Damerla:** I have no amendments.

**The Chair (Mr. Grant Crack):** Okay. Shall section 5 carry?

**Ms. Dipika Damerla:** No.

**The Chair (Mr. Grant Crack):** Sorry?

**Ms. Dipika Damerla:** We're voting against section 5. I said "no."

**The Chair (Mr. Grant Crack):** Okay. Those in favour of section 5? Once again, those in favour of section 5? Those opposed to section 5? Defeated.

It's my first time that I've seen this happen before.

Very good. We'll move to section 6, number 13 in your package: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 6(2) of the bill be amended by striking out "a person over 21 years of age" and substituting "a person who has reached 18 years of age".

**The Chair (Mr. Grant Crack):** Thank you very much. Debate? There being none, those in favour? Carried.

Number 14: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 6(3) of the bill be struck out and the following substituted:

"Overnight travel

"(3) If an employer requires a child performer to be away from home overnight, a parent or guardian of the child performer shall accompany the child at all times.

"Expenses

"(4) The employer shall be responsible for paying the parent or guardian's daily expenses and the costs of travel and accommodation up to the prescribed maximums."

**The Chair (Mr. Grant Crack):** Thank you. Any debate? Those in favour? Those opposed? Carried.

Shall section 6, as amended, carry? Carried.

Moving to section 7, number 15: Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 7 of the bill be struck out and the following substituted:

"Tutoring

"7. An employer shall, in accordance with any prescribed requirements, provide time in the work schedule

**Ayes**

Damerla, Dhillon, Fraser, Harris, McNaughton, Paul Miller, Sattler, Yurek.



for a child performer who is of compulsory school age to receive tutoring in accordance with the regulations.”

Oh, sorry, Chair. I missed it. Can I withdraw that and—

**The Chair (Mr. Grant Crack):** You can withdraw that motion at this point.

**Ms. Dipika Damerla:** I move that the following provisions of the bill be amended by striking out “employment” wherever it appears and substituting in each case “employment or contract”:

1. Subclause 7(2)(a)(ii).
2. Subclause 7(2)(b)(ii).

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**The Chair (Mr. Grant Crack):** Thank you. Debate? One second.

*Interjections.*

**The Chair (Mr. Grant Crack):** Okay. Thank you very much.

Debate? No debate? Those in favour? Carried.

Number 16: Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 7 of the bill be struck out and the following substituted:

“Tutoring

“7. An employer shall, in accordance with any prescribed requirements, provide time in the work schedule for a child performer who is of compulsory school age to receive tutoring in accordance with the regulations.”

**The Chair (Mr. Grant Crack):** Debate? There being none, those in favour? Carried.

As discussed previously, some particulars in section 1 were dependent on the passage of this, so we shall move back, with the committee’s approval.

*Interjection.*

**The Chair (Mr. Grant Crack):** Oh, I’ve got to pass that one first. Sorry.

Shall section 7, as amended, carry? Carried. Thank you.

Then we’ll move back to section 1, and we’ll go to motion 2. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you. I move that the definition of “school day” in section 1 of the bill be struck out.

**The Chair (Mr. Grant Crack):** That’s it? Very good. Any debate? Those in favour? Carried.

Shall section 1, as amended, carry? Carried.

Now we’ll go to section 8. It should be on page 17. Those in favour—sorry. Ms. Damerla. I’m getting ahead of myself.

**Ms. Dipika Damerla:** I move that subsection 8(1) of the bill be amended by striking out “more than \$1,000 on a production or project, the employer shall remit 25% of any earnings over \$1,000” and substituting “more than \$2,000 on a production or project, the employer shall remit 25% of those earnings”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? There being none, those in favour? Carried.

Number 18: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 8(2) of the bill be amended by striking out “employment” wherever it appears and substituting “employment or contract”.

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Okay, that’s—

*Interjections.*

**The Chair (Mr. Grant Crack):** Ms. Damerla, would you be so kind as to reread, just for clarification, for—

**Ms. Dipika Damerla:** Which one, 8(2), the second one?

**The Chair (Mr. Grant Crack):** Yes, 8(2).

**Ms. Dipika Damerla:** I move that subsection 8(2) of the bill be amended by striking out “employment” wherever it appears and substituting “employment or contract”.

*Interjection.*

**The Chair (Mr. Grant Crack):** Our motion here, Ms. Damerla, says “clause 8(2)(b) of the bill”. I just want some clarification.

**Ms. Dipika Damerla:** Okay, fine, I will read from the new one, because that’s what I have in my copy.

I move that clause 8(2)(b) of the bill be amended by striking out “employment” in the portion before subclause (i) and substituting “employment or contract”.

**The Chair (Mr. Grant Crack):** Thank you very much. Debate? Those in favour? Carried.

Shall section 8, as amended, carry? Carried.

We will just take a pause to allow the Clerk’s office to catch up, as we’re moving along at a rapid pace.

**Ms. Dipika Damerla:** Chair, I do need to slow down because I’m finding that this doesn’t—

*Interruption.*

**The Chair (Mr. Grant Crack):** So we will be moving to section 9. Okay, so we’re going to move on to section 9 at this point. Shall section 9 carry? Carried.

Section 10: Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 10 of the bill be amended by striking out “No person shall employ” at the beginning and substituting “No employer shall employ or contract for the services of”.

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Carried.

Shall section 10, as amended, carry? Carried.

We shall move to section 11. Ms. Damerla?

**Ms. Dipika Damerla:** I move that subsection 11(1) of the bill be amended by striking out the portion before clause (a) and substituting the following:

“Hours of work

“11(1) No employer shall require or permit a child performer to work more in a day than,”

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Carried.

Ms. Damerla?

**Ms. Dipika Damerla:** I move that subsection 11(2) of the bill be amended by striking out “a person” in the portion before clause (a) and substituting “an employer”.

**The Chair (Mr. Grant Crack):** Debate? Mr. Fraser?

**Mr. John Fraser:** No debate.

**The Chair (Mr. Grant Crack):** Okay. Those in favour? Carried.



Item 22: Ms. Damerla.

**Ms. Dipika Damerla:** I move that paragraph 2 of subsection 11(3) of the bill be amended by striking out “employment” and substituting “employment or contract”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Carried.

Ms. Damerla?

**Ms. Dipika Damerla:** I move that subsection 11(4) of the bill be struck out and the following substituted:

“Notice of work beginning after 7 p.m.

“(4) No employer shall require a child performer to report for work later than 7 p.m. unless the employer has provided 48 hours notice.”

**The Chair (Mr. Grant Crack):** Thank you. Debate? There being none, those in favour? Opposed? Carried.

Ms. Damerla?

**Ms. Dipika Damerla:** I move that subsection 11(5) of the bill be struck out and the following substituted:

“Hours free from work

“(5) An employer shall give a child performer a period of at least,

“(a) 12 consecutive hours free from work in each day; and

“(b) 48 consecutive hours free from work in each week.”

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Opposed? Carried.

Shall section 11, as amended, carry? Carried.

Section 12: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 12(2) of the bill be struck out.

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Those opposed? Carried.

Shall section 12, as amended, carry? Carried.

Section 13, no amendments. Shall section 13, as amended, carry? Oh, sorry, not as amended. Shall section 13 carry? Carried. We’re just getting carried away here.

1700

Section 14, number 26 in the package: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 14(1) of the bill be amended by striking out “A parent” at the beginning and substituting “An employer shall ensure that a parent”.

**The Chair (Mr. Grant Crack):** Debate?

There being none, those in favour? Those opposed? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 14(2) of the bill be struck out and the following substituted:

“Same, more than one child

“(2) If two or more child performers under the age of 16 at the same workplace have the same parent or guardian, the child performers’ employer shall ensure there is one parent, guardian or authorized chaperone to accompany each child.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Opposed? Carried.

Number 28: Ms. Damerla.

**Ms. Dipika Damerla:** I move that clause 14(3)(a) of the bill be amended by striking out “21” and substituting “18”.

**The Chair (Mr. Grant Crack):** Debate?

Those in favour? Those opposed? Carried.

Okay, 29: Ms. Damerla.

**Ms. Dipika Damerla:** I move that clause 14(3)(c) of the bill be amended by striking out “employ” and substituting “employ or contract for the services of”.

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Those opposed? Carried.

Shall section 14, as amended, carry? Carried.

Section 15: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 15(2) of the bill be amended by striking out “are employed” and substituting “work”.

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Opposed? Carried.

Shall section 15, as amended, carry? Carried.

I’m not going to make the same mistake again: Shall section 16 carry? Carried.

Section 17, item 31: Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 17 of the bill be amended by striking out “No person shall employ” at the beginning and substituting “No employer shall employ or contract for the services of”.

**The Chair (Mr. Grant Crack):** Debate?

Those in favour? Those opposed? Carried.

If I may ask, it would be nice to see everyone who wishes to vote maybe just express it with a little more enthusiasm. Those that aren’t interested, I understand. Just help me to finalize the results of the vote.

So that was carried. Shall section 17, as amended, carry? Carried.

Section 18: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 18(1) of the bill be amended by striking out the definitions of “live entertainment industry work week” and “week”.

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? None opposed; the motion is carried.

Number 33: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 18(2) of the bill be amended by striking out “No person” at the beginning and substituting “No employer”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Carried.

*Interjection.*

**Mr. Vic Dhillon:** I would have done that for you, Chair.

**The Chair (Mr. Grant Crack):** Thank you. I will ask next time. I appreciate the offer.

Number 34.

**Ms. Dipika Damerla:** I move that paragraph 2 of subsection 18(3) of the bill be amended by striking out “live entertainment industry work week” and substituting “week”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Carried.

Ms. Damerla.



**Ms. Dipika Damerla:** I move that paragraph 2 of subsection 18(4) of the bill be amended by striking out “live entertainment industry work week” and substituting “week”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Any opposed? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 18(5) of the bill be struck out and the following substituted:

“Hours free from work during rehearsal phase

“(5) An employer shall give a child performer a period of at least,

“(a) 12 consecutive hours free from work in each day during the rehearsal phase; and

“(b) 36 consecutive hours free from work in each week during the rehearsal phase.”

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 18(6) of the bill be amended by striking out “No person” at the beginning of the portion before paragraph 1 and substituting “No employer” and by striking out “live entertainment industry work week” wherever it appears and substituting in each case “week”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 18(7) of the bill be amended by striking out “to his or her parent or guardian”.

**The Chair (Mr. Grant Crack):** Thank you. Debate? Debate? Those in favour? Those opposed? That’s three to three, it appears. Can I do that again? Those in favour?

**Mr. Monte McNaughton:** Chair, can we have a recess, please?

**Ms. Dipika Damerla:** We already voted.

**The Chair (Mr. Grant Crack):** I think, in all fairness, I’d like to—

**Ms. Dipika Damerla:** That’s fine, if they want to—

**The Chair (Mr. Grant Crack):** I’ll do it again, just so the Clerk’s office and myself can be clear here. Those in favour?

**Mr. Michael Harris:** Well, then, now we call recess.

**The Chair (Mr. Grant Crack):** Well, I’d already called it. I just need clarification.

*Interjection.*

**The Chair (Mr. Grant Crack):** Well, I’m going to stick by it. The hands were up.

Those in favour? Those opposed? The motion is defeated. I apologize for that; I was uncertain.

Okay, 39: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 18(8) of the bill be struck out and the following substituted:

“Hours free from work during performance phase

“(8) An employer shall give a child performer a period of at least,

“(a) 12 consecutive hours free from work in each day during the performance phase; and

“(b) 36 consecutive hours free from work in each week during the performance phase.”

1710

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Shall section 18, as amended, carry? Carried.

Section 19: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 19(1) of the bill be struck out and the following substituted:

“Breaks

“19.(1) No employer shall require or permit a child performer to work for longer than two consecutive hours without a break of at least 10 minutes.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 19(2) of the bill be struck out.

**The Chair (Mr. Grant Crack):** Debate?

Those in favour? Carried.

Shall section 19, as amended, carry? Carried.

Section 20, number 42 in your package: Ms. Damerla.

**Ms. Dipika Damerla:** I move that paragraph 1 of subsection 20(2) of the bill be struck out and the following substituted:

“1. The child performer’s parent or guardian, if the parent or guardian is not working in the same production or project in respect of which the child performer is working.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Opposed? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that paragraph 2 of subsection 20(2) of the bill be struck out and the following substituted:

“2. A person who,

“i. has reached 18 years of age,

“ii. is not working in the same production or project in respect of which the child performer is working, and

“iii. is not the child performer’s tutor.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Shall section 20, as amended, carry? Carried.

Section 21: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 21(1) of the bill be struck out and the following substituted:

“Child attendants

“21.(1) An employer shall designate a child attendant in accordance with this section to be responsible for monitoring the child performers at the workplace while the child performers are not rehearsing or performing.”

**The Chair (Mr. Grant Crack):** Debate?

Those in favour? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 21(2) of the bill be struck out and the following substituted:

“Who may be child attendant

“(2) A person may be designated as a child attendant if the person,



“(a) has reached 18 years of age;

“(b) is not otherwise working in the same production or project in respect of which the child performers are working;

“(c) is not the child performers’ tutor; and

“(d) possesses a clean criminal record, as defined in the regulations.”

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Any opposed? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that the English version of clauses 21(3)(a) and (b) of the bill be amended by striking out “child supervisor” wherever it appears and substituting in each case “child attendant”.

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Ms. Damerla?

**Ms. Dipika Damerla:** I move that clause 21(3)(c) of the bill be struck out and the following substituted:

“(c) where the youngest child performer at the workplace is 10 years of age or over, there is at least one child attendant for every 15 child performers present.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Shall section 21, as amended, carry? Carried.

Section 22: Ms. Damerla?

**Ms. Dipika Damerla:** I move that section 22 of the bill be struck out and the following substituted:

“Requirement for clean criminal record

“22. An employer shall ensure that prescribed individuals who may be required to be alone with child performers during the course of the individual’s work have a clean criminal record, as defined in the regulations.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Shall section 22, as amended, carry? Carried.

Section 23: Ms. Damerla?

**Ms. Dipika Damerla:** I move that subsection 23(1) of the bill be amended by striking out “and for the parent or guardian of the child performer” in the portion before paragraph 1 and substituting “and for the parent, guardian or chaperone of the child performer”.

**The Chair (Mr. Grant Crack):** Debate?

Those in favour? Carried.

Ms. Damerla?

**Ms. Dipika Damerla:** I move that paragraph 5 of subsection 23(1) of the bill be amended by striking out “remediating” and substituting “reporting”.

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Any opposed? Carried.

Shall section 23, as amended, carry? Carried.

Section 24: Ms. Damerla?

**Ms. Dipika Damerla:** I move that section 24 of the bill be struck out and the following substituted:

“Right to refuse work

“24. For the purposes of subsections 43(3) to (10) of the Occupational Health and Safety Act, if the worker is

a child performer under 14 years of age, ‘worker’ includes the child performer’s parent, guardian or chaperone.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Shall section 24, as amended, carry? Carried.

Section 25: Ms. Damerla?

**Ms. Dipika Damerla:** I move that section 25 of the bill be struck out and the following substituted:

“Psychological care

“25. If a child performer is employed or contracted to perform in scenes containing subject matter that the employer knows or ought reasonably to know could cause significant mental or emotional stress to the child performer, the employer shall ensure that appropriate psychological care is provided to the child performer during the period when the child performer is working for the employer in the production or project.”

**The Chair (Mr. Grant Crack):** Thank you. Debate?

Those in favour? Carried.

Shall section 25, as amended, carry?

1720

**Ms. Dipika Damerla:** No.

**The Chair (Mr. Grant Crack):** Okay. So I’ll—

**Mr. Paul Miller:** Number 53 deals with this again, Mr. Chairman. We’re at 53?

**The Chair (Mr. Grant Crack):** Well, 53 is just a notice. There was only the one amendment—

**Mr. Paul Miller:** They want to strike section 25.

**The Chair (Mr. Grant Crack):** That’s what I see as happening, yes.

**Mr. Paul Miller:** Okay. We’re no. We’re saying no to that.

**The Chair (Mr. Grant Crack):** So shall section—

**Ms. Dipika Damerla:** I’d like to get on the record why we are against it.

**The Chair (Mr. Grant Crack):** Okay.

**Ms. Dipika Damerla:** The reason we are not comfortable voting in support of this section is that the Ministry of Labour does not have expertise in this area and could not properly enforce this section.

It is questionable whether child performers should ever be exposed to significant mental or emotional stress, and subsection 4(1) already requires that the content of the script be disclosed to parents and guardians, including any scenes that may cause the child performer psychological or emotional stress. Parents and guardians may, therefore, make the best decisions for their children. Permitting this exposure is not consistent with the stated purposes of the bill. Our stakeholders have also expressed concerns.

We’re really concerned that this might also make it seem like we are okay with giving stress to a child. We amended it to make it a little bit better than the original, but we are really concerned that it almost makes it look like the government is okay with allowing the child to take part in scenes with psychological stress, so we just would rather not have it.

**The Chair (Mr. Grant Crack):** Okay. Thank you. Further debate?



**Mr. Paul Miller:** I'd like a recorded vote, please.

**The Chair (Mr. Grant Crack):** Shall section 25, as amended, carry?

**Ayes**

Paul Miller, Sattler.

**Nays**

Damerla, Dhillon, Fraser, Harris, McNaughton.

**The Chair (Mr. Grant Crack):** Defeated.

Okay. Thank you. Section 26: Ms. Damerla.

**Ms. Dipika Damerla:** I move that subsection 26(1) of the bill be struck out and the following substituted:

"Healthy food

"26. (1) An employer who provides food to child performers shall provide the child performers with healthy snacks and meals at the workplace as close to the child performer's regular snack and meal times as possible."

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Any opposed? Carried.

Shall section 26, as amended, carry? Carried.

Section 27: Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 27 of the bill be struck out and the following substituted:

"Enforcement

"Application of Employment Standards Act, 2000

"27.(1) The provisions of the Employment Standards Act, 2000 listed in subsection (2) apply with necessary modifications to the application, administration and enforcement of the following provisions of this act as if they formed part of the Employment Standards Act, 2000:

"1. Part II, other than section 4 and subsections 6(1), (2) and (3).

"2. Part III, other than sections 10, 14 and 15:

"3. Part IV, other than sections 17, 20, 21 and 22.

"Same"—

**The Chair (Mr. Grant Crack):** Excuse me, Ms. Damerla. Could you just go back and read section 2, where it begins at "Part III"?

**Ms. Dipika Damerla:** "Part III, other than sections 10, 14 and 15."

**The Chair (Mr. Grant Crack):** Thank you. Continue, please.

**Ms. Dipika Damerla:** "3. Part IV, other than sections 17, 20, 21 and 22.

"Same

"(2) The following provisions of the Employment Standards Act, 2000 apply to the application, administration and enforcement of the provisions of this act listed in subsection (1):

"1. Sections 4, 6, 7 and 8.

"2. Part XXI, other than subsections 8(5)"—

**The Chair (Mr. Grant Crack):** It's 88(5).

**Ms. Dipika Damerla:** Sorry. I'm going to reread that.

"Part XXI, other than subsections 88(5), (6), (7) and (8).

"3. Section 96.

"4. Section 99, other than subsection 99(6).

"5. Section 100, other than subsections 100(2) and (3) and paragraphs 1 and 2 of subsection 100(4).

"6. Sections 101, 102 and 102.1.

"7. Section 108, other than subsections 108(3) and (4).

"8. Sections 110, 115.1, 116 and 118.

"9. Section 119, other than subsections 119(10), (11) and (12).

"10. Sections 123 and 124.

"11. Subsection 131(2).

"12. Section 132.

"13. Section 137, other than subsections 137(4) and (5).

"14. Sections 137.1, 138, 138.1 and 139.

"15. Section 140, other than subsection 140(4).

"Interpretation

"(3) For the purposes of the application of the Employment Standards Act, 2000,

"(a) a reference to an employee in the Employment Standards Act, 2000, shall be read as a reference to a child performer;

"(b) a reference to a trade union in the Employment Standards Act, 2000, shall be read as including a professional association; and

"(c) a reference to a collective agreement in the Employment Standards Act, 2000, shall be read as including an agreement negotiated by a trade union or professional association that governs the terms of a child performer's work.

"Application of Occupational Health and Safety Act

"(4) Parts VIII and IX of the Occupational Health and Safety Act apply with necessary modifications to the application, administration and enforcement of the following provisions of this act as if they formed part of the Occupational Health and Safety Act:

"1. Section 4.

"2. Subsections 6(1), (2) and (3).

"3. Sections 10, 14 and 15.

"4. Sections 17, 20, 21 and 22.

"5. Part V.

"Regulations

"(5) The Lieutenant Governor in Council may make regulations specifying such additional modifications as the Lieutenant Governor in Council considers necessary or advisable for the purposes of subsections (1) to (4)."

That's the longest amendment.

**The Chair (Mr. Grant Crack):** Thank you very much. Debate?

**Mr. Paul Miller:** Can you repeat that?

**The Chair (Mr. Grant Crack):** So we have a request from Mr. Miller to repeat.

**Mr. Paul Miller:** No.

**The Chair (Mr. Grant Crack):** Oh, I'm sorry. Any further debate?

Those in favour? Carried.

Shall section 27, as amended, carry? Carried.

Section 28, Ms. Damerla.



**Ms. Dipika Damerla:** Chair, I move that clause 28(a) of the bill be struck out and the following substituted—

**Mr. John Yakabuski:** Chair, you missed us.

**The Chair (Mr. Grant Crack):** I don't believe so. Are you referring to 58.1?

Excuse me, Ms. Damerla.

*Interjection.*

**The Chair (Mr. Grant Crack):** Sorry?

*Interjection.*

**The Chair (Mr. Grant Crack):** Thank you very much. Ms. Damerla, if you would like to start over, that would be wonderful.

**Ms. Dipika Damerla:** I move that clause 28(a) of the bill be struck out and the following substituted:

“(a) prescribing a parent or guardian's maximum daily expenses, travel costs and accommodation costs payable under subsection 6(4);”

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Those opposed? Carried.

Fifty-seven, Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 28 of the bill be amended by adding the following clauses:

“(a.1) governing tutoring for child performers during a production or project;

“(b.1) prescribing rules in connection with the establishment of trusts for the purposes of section 8;

“(b.2) governing the time and manner in which money shall be remitted for the purposes of section 8;”

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Carried.

Ms. Damerla.

**Ms. Dipika Damerla:** I move that clause 28(e) of the bill be amended by striking out “employees” and substituting “individuals”.

1730

**The Chair (Mr. Grant Crack):** Thank you. Debate? Those in favour? Carried.

Motion 58.1: Mr. Yurek.

**Mr. Jeff Yurek:** I move that section 28 of the bill be amended by striking out clauses (f) and (g).

**The Chair (Mr. Grant Crack):** Thank you, Mr. Yurek. Debate? Those in favour? Those opposed? The motion is defeated.

Motion 59: Ms. Damerla.

**Ms. Dipika Damerla:** I move that section 28 of the bill be amended by adding the following clause:

“(h) respecting any matter necessary or advisable to carry out effectively the intent and purpose of this act.”

**The Chair (Mr. Grant Crack):** Thank you. Debate? There being none, those in favour? Carried.

I'm just waiting for the Clerk. Thank you.

Shall section 28, as amended, carry? Carried.

Section 29: Ms. Damerla.

**Ms. Dipika Damerla:** Chair, I'd like to change this motion slightly, so do I withdraw it or can I just read it as I would like it to be?

**The Chair (Mr. Grant Crack):** I think we'll hear the motion, and then if any of the committee members wish

to have it in writing, we shall take a few minutes to allow that to happen. Go ahead.

**Ms. Dipika Damerla:** Thank you, Chair. I move that section 29 of the bill be amended by striking out “six months” and substituting “nine months”.

**The Chair (Mr. Grant Crack):** Debate? Those in favour? Those opposed? Carried.

**Ms. Dipika Damerla:** All right. That's it?

**The Chair (Mr. Grant Crack):** There's lots left, folks.

Shall section 29, as amended, carry? Carried.

Section 30, short title: Shall section 30 carry? Carried.

Shall the title of the bill carry? Carried.

Shall Bill 71, as amended, carry? Carried.

Shall I report the bill, as amended, to the House? Any opposed? There are none opposed. Carried.

I'd like to thank everyone—

**Mr. Paul Miller:** Before you leave, Mr. Chairman, I owe some thank yous here.

I'd like to thank the official opposition and their members of this committee. I'd like to thank the government and their committee members. I'd like to thank you, leg. counsel, the Clerk's office, the staff of the government who worked very hard on this and my staff. I'd like to thank ACTRA, Equity, PACT, even CMPA, and I'd also like to thank Ms. DiNovo, who originally started this a few years ago. Thank you to you all.

This minority government can work. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. We appreciate that.

Ms. Damerla.

**Ms. Dipika Damerla:** I just wanted to say that I'd like to move a motion.

**The Chair (Mr. Grant Crack):** Okay. Go ahead.

**Ms. Dipika Damerla:** I move that the Standing Committee on General Government study Bill 11, Ambulance Amendment Act (Air Ambulances), when the House resumes.

**The Chair (Mr. Grant Crack):** Any further debate?

**Mr. Paul Miller:** We have to discuss this.

**Ms. Peggy Sattler:** A five-minute recess.

**Mr. Paul Miller:** A five-minute recess? Because I don't know anything about this. This is new to me.

**Mr. Monte McNaughton:** Should this not be going to the subcommittee? Let them decide, the subcommittee?

**Ms. Dipika Damerla:** Well, the committee can decide if it chooses to.

**The Chair (Mr. Grant Crack):** Yes, there is a motion on the floor. If that's the wish of this committee, to send it to subcommittee, then perhaps that could be an alternative.

*Interjection:* Let's vote.

**Mr. Paul Miller:** You can just say no to it right now. They can reintroduce it.

**Mr. Monte McNaughton:** You can do it at your next meeting.

*Interjections.*



**The Chair (Mr. Grant Crack):** You could also take a five-minute recess to consult.

**Mr. Monte McNaughton:** No. Let's have the vote.

**Mr. Paul Miller:** We don't know anything about this. Nice try.

**Ms. Dipika Damerla:** It's not fair. We just work together and this is the game—

*Interjections.*

**Interjection:** Call the vote.

**The Chair (Mr. Grant Crack):** Okay. Those in favour of the motion? Those opposed? The motion is defeated.

Any further business?

I'd also like to thank everyone for the good work. Mr. Miller, congratulations. To everyone here, all the representative groups and agencies, thank you very much.

This meeting is adjourned.

*The committee adjourned at 1736.*















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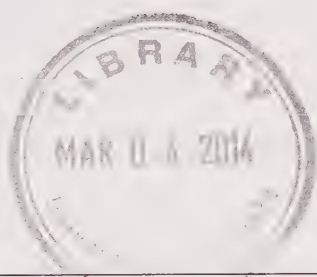
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## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Wednesday 19 February 2014

# Journal des débats (Hansard)

Mercredi 19 février 2014

**Standing Committee on  
General Government**

Committee business

**Comité permanent des  
affaires gouvernementales**

Travaux du comité

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Clerk: Sylwia Przedziecki

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## LEGISLATIVE ASSEMBLY OF ONTARIO

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Wednesday 19 February 2014

Mercredi 19 février 2014

*The committee met at 1603 in committee room 2.*

## COMMITTEE BUSINESS

**The Chair (Mr. Grant Crack):** Okay, I'd like to call the meeting to order. I would like to welcome everyone here to the Standing Committee on General Government. I would also like to say that I hope everyone enjoyed their time working back in the riding and also that you had a wonderful time with your family and friends during the holiday season. But we're back to reality here and we're here meeting today. I'd like to welcome the Clerk, Hansard and legislative research as well, who are with us today as we get back to the order of business.

Having said that, we have committee business to determine over the next number of weeks during this session. Now I would like to recognize Mr. Jackson, who has put his hand up first. Mr. Jackson.

**Mr. Rod Jackson:** I have a motion I'd like to put forward.

**The Chair (Mr. Grant Crack):** Okay. Feel free to read it into the record, sir.

**Mr. Rod Jackson:** I move that the Standing Committee on General Government continue its standing order 111 study relating to the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat for at least six consecutive meetings; that the review resume on the committee's first regularly scheduled meeting day that falls five business days after the due date for submitting the caucus witness lists to the Clerk, as outlined in point 3; and that the review proceed in the following manner:

(1) Each caucus may call three witnesses; each witness will be allotted a total of 110 minutes, which includes a 20-minute opening statement, a round of 20-minute rotations of questions and statements by each caucus, and concludes with a 10-minute rotation of questioning by each caucus. Questioning will begin with the caucus that called the witness to the committee and will continue with the party seated on the left-hand side of the party whose questioning period has just completed.

(2) Witness slots will be allotted in the following manner:

—The witness rotation shall be as follows: Liberal witness, PC witness, NDP witness.

—When the committee meets on a Monday, the Clerk will make every effort to schedule two witnesses.

—When the committee meets on a Wednesday, the Clerk will make every effort to schedule one witness.

(3) Witnesses will be invited to appear before the committee by the Clerk, with reference to a witness list of at least five names provided by each caucus. These witness lists must be delivered to the Clerk, in electronic or written format, no later than two business days after this motion passes. Should the first witness on any list not be available, the Clerk will be authorized to move down a caucus witness list until the list is exhausted, in an attempt to fill that caucus's witness spot.

(4) In the case that a caucus's witness list is exhausted or unavailable and no witness is scheduled, the Clerk is authorized to move to the first name on the list of the caucus next in the rotation. Should this situation occur, the witness should not be counted against the total witness count of the latter caucus but should be granted to the latter caucus as a bonus witness.

**The Chair (Mr. Grant Crack):** Thank you. Any discussion? Mr. Flynn?

**Mr. Kevin Daniel Flynn:** Thank you, Mr. Chair. We have another motion, obviously, that may be forthcoming after this one. But at this point in time, if there are no further speakers, we certainly would like to take a little break to go over this. We just saw it for the first time and certainly wouldn't mind some time to just discuss it.

**The Chair (Mr. Grant Crack):** Okay, that would be fine. You're requesting—

**Mr. Kevin Daniel Flynn:** Unless there are any other speakers. If you want to proceed with other speakers, that's fine too. We can wait.

**The Chair (Mr. Grant Crack):** Okay. Is there any further discussion? Mr. Jackson?

**Mr. Rod Jackson:** Just briefly—I won't take too long. I just wanted to mention that I think, especially in light of some of the documents that have been released, we certainly have some questions for certain members of the secretariat that—

**Interjection:** Changes in personnel—

**Mr. Rod Jackson:** And certainly, personnel changes have occurred at the Pan Am Games. There are a lot of things that actually happened since the last time this committee studied this issue, so I think it's just relevant that we continue down that path and satiate some of the questions that we have.

**The Chair (Mr. Grant Crack):** Okay, thank you. Any further discussion? Mr. Flynn has requested a recess. Any particular amount of time you're requesting?



**Mr. Kevin Daniel Flynn:** Ten minutes should do it.

**The Chair (Mr. Grant Crack):** We'll take a 10-minute recess.

*The committee recessed from 1608 to 1618.*

**The Chair (Mr. Grant Crack):** Thank you very much, everyone. Back to order from recess. There was a motion put forward by Mr. Jackson.

I believe, Mr. Flynn, you have some comments you'd like to make.

**Mr. Kevin Daniel Flynn:** Thank you, Mr. Chair. We've had, I think, a fruitful discussion. What we'd like to see is an amendment that speaks to the first paragraph of the motion and the second paragraph. The amendment would have the first paragraph read—and correct me if you think I'm wrong here, Rod—"that the Standing Committee on General Government continue its standing order 111 study relating to the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat for at least six consecutive weeks at a rate of one meeting per week, that meeting being held on the Monday; and

"That the Standing Committee on General Government study Bill 11, Ambulance Amendment Act (Air Ambulances), and that that meeting be held on the other meeting date, which is the Wednesday.

"That the review for the study relating to the 2015 Pan/Parapan American Games resume on the committee's first regularly scheduled meeting day that falls five business days after the due date for submitting the caucus witness"—everything is the same, going through that paragraph.

The only other change, Chair, would be that the first paragraph would now read, "(1) Each caucus may call three witnesses; each witness will be allotted a total of 110 minutes, which includes a five-minute opening statement"—instead of a 20.

**The Chair (Mr. Grant Crack):** Ms. Cansfield.

**Mrs. Donna H. Cansfield:** I just want to ask, does that change the 110, then? Because it's 20, 20, 20 and five.

**Mr. Kevin Daniel Flynn:** Yes, I suppose it would.

**Mrs. Donna H. Cansfield:** It changes the 110.

**Mr. Kevin Daniel Flynn:** That would change to 95. Rod, are you—

**Mr. Rod Jackson:** All right. So you're changing the total of—

**Mr. John Fraser:** We're taking 15 minutes off, so that's 95. It would be—

**Mr. Rod Jackson:** Oh, I've got you. Yes, okay. Sorry, yes.

**Mr. John Fraser:** It's 95.

**Mr. Rod Jackson:** I've got you. Yes, all right.

**Mr. Kevin Daniel Flynn:** That's the amendment.

**The Chair (Mr. Grant Crack):** Thank you for that. I think we have that amendment—

**Mr. Kevin Daniel Flynn:** I think we agree on the idea behind it.

**The Chair (Mr. Grant Crack):** Okay. What we'll do, with the committee's approval, would be to take about a

10-minute recess to allow the Clerks' office to put this into print so that we could just verify the changes that are being made. Is that fair enough?

Okay. So we'll have a 10-minute recess, approximately.

*The committee recessed from 1622 to 1644.*

**The Chair (Mr. Grant Crack):** Okay, back to order. Thank you, Madam Clerk, for preparing this in writing. Mr. Jackson, is it possible that you would withdraw?

**Mr. Rod Jackson:** Yes, I withdraw the original motion. I have a new motion in its place.

**The Chair (Mr. Grant Crack):** You have a new motion? That's fantastic. Would you like to read it into the record?

**Mr. Rod Jackson:** Yes, thank you.

I move that the Standing Committee on General Government continue its standing order 111 study relating to the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat for at least six consecutive weeks, at a rate of one meeting per week, that meeting being held on Mondays; that the review resume on the committee's first regularly scheduled meeting day that falls five business days after the due date for submitting the caucus witness lists to the Clerk, as outlined in point 3; and that the review proceed in the following manner:

(1) Each caucus may call three witnesses; each witness will be allotted a total of 110 minutes, which includes a five-minute opening statement, a round of 25-minute rotations of questions and statements by each caucus, and concludes with a 10-minute rotation of questioning by each caucus. Questioning will begin with the caucus that called the witness to the committee and will continue with the party seated on the left-hand side of the party whose questioning period has just completed.

(2) Witness slots will be allotted in the following manner:

—The witness rotation shall be as follows: Liberal witness, PC witness, NDP witness;

—The Clerk will make every effort to schedule two witnesses per meeting.

(3) Witnesses will be invited to appear before the committee by the Clerk, with reference to a witness list of at least five names provided by each caucus. These witness lists must be delivered to the Clerk, in electronic or written format, no later than two business days after this motion passes. Should the first witness on any list not be available, the Clerk will be authorized to move down a caucus witness list until the list is exhausted, in an attempt to fill that caucus's witness spot.

(4) In the case that a caucus's witness list is exhausted or unavailable and no witness is scheduled, the Clerk is authorized to move to the first name on the list of the caucus next in the rotation. Should this situation occur, the witness should not be counted against the total witness count of the latter caucus but should be granted to the latter caucus as a bonus witness; and

That the Standing Committee on General Government meet to consider Bill 11, An Act to amend the Ambulance Act with respect to air ambulance services, and that

those meetings take place on Wednesdays, for as many meetings as the committee requires to dispose of the bill.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Jackson. Further discussion on the motion? Mr. Flynn.

**Mr. Kevin Daniel Flynn:** I just want to thank Mr. Jackson and presumably his colleagues for their consideration in this regard.

**The Chair (Mr. Grant Crack):** Any further discussion? Those in favour? Any opposed? The motion is carried.

**The Chair (Mr. Grant Crack):** I believe there's no further business of the committee to conduct today.

Does the committee wish to call a subcommittee meeting to discuss some of the details?

Mr. Fraser?

**Mr. John Fraser:** I just want a clarification on the first date for calling witnesses so we can—

**Mr. Rod Jackson:** I think it's March 3.

**Mr. John Fraser:** It'll give enough time. Okay.

**The Chair (Mr. Grant Crack):** So we'll require the witness lists, according to the Clerk, this Friday.

Any further discussion? Thank you very much. This meeting is adjourned.

*The committee adjourned at 1648.*









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## Legislative Assembly of Ontario

Second Session, 40<sup>th</sup> Parliament

## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Monday 3 March 2014

# Journal des débats (Hansard)

Lundi 3 mars 2014

## Standing Committee on General Government

Pan/Parapan American  
Games review

## Comité permanent des affaires gouvernementales

Étude portant sur  
les Jeux panaméricains  
et parapanaméricains



Chair: Grant Crack  
Clerk: Sylwia Przedziecki

Président : Grant Crack  
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## LEGISLATIVE ASSEMBLY OF ONTARIO

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Monday 3 March 2014

Lundi 3 mars 2014

*The committee met at 1551 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEW  
MR. TIM CASEY

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order. I'd like to welcome members of the committee on general government of all three parties, legislative research, the Clerk, members from Hansard, and a special welcome to our guest, our witness delegation this afternoon, Mr. Tim Casey, who is the assistant deputy minister for the games delivery and infrastructure division of Ontario's Pan/Parapan American Games Secretariat.

I'd just like to point out that we have time for a five-minute opening statement. Each caucus will have 25 minutes in which to make comments and statements, and/or question Mr. Casey. So at this time, I would like to give you the floor to introduce yourself for the record.

*Interjection.*

**The Chair (Mr. Grant Crack):** Oh, excuse me. Ms. Damerla.

**Ms. Dipika Damerla:** I just had a procedural question. Who goes first in the questioning?

**The Chair (Mr. Grant Crack):** It's a Progressive Conservative witness, so we will start the questioning with the PC caucus. Thank you very much.

Mr. Casey, the floor is yours. Welcome, sir.

**Mr. Tim Casey:** Good afternoon. Thank you for the invitation to appear before this committee. My name is Tim Casey, and my role is the assistant deputy minister for the games delivery and infrastructure division of Ontario's Pan/Parapan American Games Secretariat, which is one of three divisions in the secretariat. I've been with the organization since June 2011.

The games are quite a significant undertaking. To give a sense of scale, each of the over 50 venues deals with its own particular sports, activities and clients. The delivery date is cast in stone. There are over 40 partners and multiple funders, 28 capital projects and dozens of approval authorities.

Although the bulk of the venues is in the Toronto area, there are also a number of other venues throughout a sizable footprint stretching over 10,000 square kilometres, from Minden to the Niagara region. That broad footprint shares the benefits of the games across many

jurisdictions and creates its own challenges in games planning and delivery for the province and 2015, which is the organizing committee. They're normally known as TO2015, but I'll refer to them in short as 2015 in these remarks.

To assist in that planning and delivery effort, my division is focused on three key activities; namely, coordination, facilitation and oversight for the games operations, including large infrastructure projects. Because of the relative size, cost, complexity and importance to the games, our primary focus has been on infrastructure, transportation, security, emergency planning and municipal services. We don't deliver the games or oversee their corporate administration activities; that's 2015's role. But we help ensure that the supportive provincial services are planned for, funded and delivered effectively, and that there is integrated operational planning between 2015 and the province. As regards our coordination role, my division works to ensure that the many games partners are working together in a coordinated way on operations in order to help make the games a success.

Early on, we set up the initial coordinating committee structures for the host jurisdiction services that have since developed into a comprehensive planning matrix of over 15 planning groups, with membership from 2015, provincial ministries, municipal governments, police forces, transit agencies and the federal government. These deal with each respective critical aspect of the games where the province has a delivery role, and this structure integrates directly with the 2015 operating planning structure.

An example is our lead role on the integrated exercise program, which will help test operational planning and readiness for the games. Another example is that, with every partner having their own project plan, the division has established a repository for the sharing of these plans in a common format and has initiated a master plan analysis that looks for critical gaps and overlaps across the various partner project plans.

A great deal of our time is spent troubleshooting coordination issues, and with so many partners involved in the games, that need is not unexpected. Our oversight role as regards 2015's operations focuses on those areas of operations and sports which could potentially impact or be impacted by provincial services. This could include things like transportation, security, health, emergency services, venues, space and so on. We're there to help protect provincial interests.



With infrastructure, the division's oversight is primarily for the athletes' village and the large capital builds, all of which use Infrastructure Ontario as their project manager.

Until the village is turned over to the developer in late summer next year, the secretariat is IO's client for the village. We act as the project owner, setting the scope of the project, seeking appropriate provincial approvals, overseeing implementation, authorizing project payments and handling issues management. We also oversee Infrastructure Ontario for the 10 other major capital projects that they are project-managing.

Currently, the village will be completed a bit early and is well within budget. The other 10 large capital projects will all be finished this summer, about a year ahead of the games, and all are on or under budget.

As we move closer and closer to games time, facilitation takes on an increasingly important role for the division. We're the one-window contact for 2015 into the province for operational matters, so rather than having to find its way through the many departments of a wide variety of regulatory and service ministries in the province, we can facilitate and expedite the necessary contacts, information flow and planning.

For instance, we've helped 2015 to obtain approvals, to negotiate contracts and MOUs and to analyze design options to generate cost savings. One of our important facilitation activities is leading the municipal services contract negotiations. This will entail multiple negotiations with various lower- and upper-tier municipalities around incremental municipal services provided in support of the games.

Those are major tasks that the division is responsible for. I welcome any questions you may have. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Casey. I turn it over to MPP Rod Jackson.

**Mr. Rod Jackson:** Thank you very much, Mr. Casey, for coming in today. I really appreciate your time. I know you're a busy man. And thank you for the overview of your department.

I have a couple of general questions that you could probably spend a lot of time answering, but for the sake of brevity—we only have a certain period of time—if you could just give me a quick oversight answer to a couple of these, I'd appreciate it, as best you can. I certainly don't want you to leave any details out.

You're in charge of a fair, large chunk of the expense of the games. The infrastructure, the capital costs and expenditures are a significant piece. Would you be able to give me a little bit more of a breakdown of the—I guess let's start here: What amount of money is your department responsible for?

**Mr. Tim Casey:** My department has a particular budget that we deal with, but with regard to overseeing certain activities, it may not necessarily be in my budget, so there is some shared responsibilities in the activity that the secretariat does.

For instance, I look after infrastructure—

**Mr. Rod Jackson:** What's your total budget?

**Mr. Tim Casey:** Oversight for the village in particular—the money is not in my division's budget. However, it flows through the secretariat's budget.

We also look after some oversight with regard to Infrastructure Ontario around some aspects of the capital infrastructure program they're administering or project-managing on behalf of Toronto 2015. That money would be flowing from the secretariat through the transfer payment into Toronto 2015 and from other partners, including the federal government and municipal governments. So this is a distributed model, and there's funding that goes into Toronto 2015 from a variety of sources.

**Mr. Rod Jackson:** Okay. So to be clear, although the budget of your department is one thing, you're actually responsible for a greater piece of the budget within the secretariat. Would that be a fair statement?

**Mr. Tim Casey:** We provide oversight over certain activities. We have a certain amount of oversight over Infrastructure Ontario, because we are the client for Infrastructure Ontario on the athletes' village. When it comes to something like the large capital builds, we provide a different level of oversight for that. We don't get into the nitty-gritty of their day-to-day activities, as 2015 might do. We're more interested in where it comes in and may affect the province and the province's interests.

**Mr. Rod Jackson:** Okay. Currently, Dundee Kilmer is in charge of the design, build and finance of the project. Is that correct?

1600

**Mr. Tim Casey:** For the athletes' village, yes.

**Mr. Rod Jackson:** The athletes' village. Yes. Sorry, that's what I'm referring to. Who is responsible for any potential cost overruns that might be seen in that project?

**Mr. Tim Casey:** This model that was used, the AFP model, alternative financing and procurement—what that does is, unlike the traditional model of procurement for infrastructure, this model shifts the risk for both delivery date and cost over to the developer. They have to provide it on time, on budget. If they don't, they have to pick up the cost. They have to do whatever is necessary to bring it in on time.

**Mr. Rod Jackson:** Are there any penalties associated with them not being on time and on budget? Presumably, if they weren't on time, that could cause quite a wrench thrown into the games when they come in 2015.

**Mr. Tim Casey:** The aspect there would be that they're required to be on time. Infrastructure Ontario does a very close monitoring of these projects. They have milestones that they have to meet, so if they're starting to get anywhere close to a point where it would look like they could not deliver on time, I don't think Infrastructure Ontario would be sitting idle at that time. They would be making sure it would happen.

However, it's also important to recall that the village is essentially going to be done a bit early, some of it earlier than others. So, consequently, we have every confidence the village will be on time.



**Mr. Rod Jackson:** This building is going to undergo—well, not the building, but certainly its use after the Pan Am Games is going to undergo quite a transformation. You mentioned that the developer, after the games, becomes responsible for that transformation. Is that correct? Who has responsibility for the whole transformation to make sure that this goes smoothly? There's going to be a mixed use for these buildings? It sounds like quite a project, in and of itself, to be transformed. Who is going to make sure that goes smoothly, and who has the end responsibility for that transformation?

**Mr. Tim Casey:** Well, there are requirements with regard to the developer and the other parties who are involved in this, so let's just take a look at what happens at the end of the games. The lands and buildings remain under the control of Infrastructure Ontario, under their ownership, until the games are completed. At that point in time, the facilities, the land, is then handed over to Dundee Kilmer, which then has to develop the 800 market units that it has built but not finished. To give you a little bit of definition, when I say "built but not finished," you don't put kitchens in these. The athletes have dining facilities; they have no need for kitchens. You don't want to have kitchens put in and then damaged. Many times the floor finishes are not in there. It could be concrete floor. It could be that you have a minor finish on the concrete floor, but the finish that a condo buyer would get is not put in there, because, again, when they are sold to condo owners, these will be new units. So there's a lot of finishing to be done. Dundee Kilmer would have to do that.

In addition, there are going to be 253 affordable rental units that will be going to a couple of non-profit providers who do that with regard to social housing. There's also a residence for George Brown, which is a 500-student residence, and that would also be completed by Dundee Kilmer. All of this has to be completed within there.

Other activities have already been done by that time, so the example is that, as part of the project, Cherry Street is being rebuilt and a new streetcar line is being put in—those types of things. There's an 82,000-square-foot YMCA that's being built there, which will be used for recreation for the athletes when they're there. All of that will have already been completed. So there's work that will have been totally completed by the time they get there, there's work that is partially completed that they have to complete afterwards, and then they have to finish it up so they can get the condos ready for the exchange of ownership to whoever is buying those.

**Mr. Rod Jackson:** Okay. The numbers for the Pan Am village have changed. Originally, it was announced at \$1 billion, then the number decreased to \$700 million and something. Can you just give us the most recent total estimate of the build for the Pan Am village?

**Mr. Tim Casey:** Sure.

**Mr. Rod Jackson:** Including the setup of the ground.

**Mr. Tim Casey:** Okay. The total cost is about \$708.8 million. Now, if it would help, I can distribute a document that will sort of give you a breakdown.

**Mr. Rod Jackson:** I would appreciate that.

While this is being distributed, I have another question about accessibility. Is the Pan Am village planned to be fully accessible for Parapan athletes as well?

**Mr. Tim Casey:** Yes, it is. For all the Parapan athletes that require, for instance, accessible units as opposed to accessibility into buildings and such—the village will be fully compliant with all the building code and AODA requirements for that access—there will be ample facilities for those who require that accessibility. In addition, for the affordable rental housing, 10% of those units will be fully accessible. That's the unit itself. Those are the types of units that the para-athletes that require that accessibility would be using.

**Mr. Rod Jackson:** Okay. Sorry, how much time do we have left?

**The Chair (Mr. Grant Crack):** Fifteen minutes and 55 seconds.

**Mr. Rod Jackson:** Okay.

Who has the final say over how the money is being spent on Pan Am? Is that your department? Do you have total oversight—the Pan Am village; pardon me. Do you do have full oversight over the day-to-day operations, the week-to-week operations there? Are you getting full updates on progress?

**Mr. Tim Casey:** That's right. We have the project manager, which is Infrastructure Ontario. They do the day-to-day activities with the contractor, which would be Dundee Kilmer, and any other contractors who are involved in the village itself, and we keep track of things through them, just like any client would with IO. So, if were a hospital, for instance, and IO was building a hospital for us, we would have the same controls that they would have.

Now, with regard to decisions about things, an example might be what the floors look like right now and what they will look like when an athlete walks into them. In that particular case, we have to make sure that we understand what the expectations are for athletes when they come in. It may be a case where Toronto 2015 comes into the package, looks at those types of things, advises us what the standard would be, and then we work with Infrastructure Ontario, which works with Dundee Kilmer, to figure out how we can actually make this work the best way. We look at various options, and that's exactly an example that has gone on. We have done that, and we've taken what we consider the most cost-effective mechanisms to do that. An example there is the fact that some of the floors look quite good. They were concrete, but well done. Others, you had floors where perhaps they had spilled the coffee before the concrete had set and you had big coffee stains and such. So you look at how you can handle that.

So while, yes, we have a great deal of control, it's not that we know all the requirements. Some of those requirements are coming out of Toronto 2015 because this still has to serve as the athletes' village. At the same time, Dundee Kilmer, at the end of the day, has to have units that can serve as a condo.



**Mr. Rod Jackson:** Sure. You mentioned earlier in your opening statement that you're also overseeing some coordination issues. As you mentioned, there's several different partners involved in this, especially for end usage. Can you tell us who all is involved and who you're consulting and liaising with while this build is happening?

**Mr. Tim Casey:** With respect to the village in particular?

**Mr. Rod Jackson:** Yes.

**Mr. Tim Casey:** Well, obviously the biggest one is Toronto 2015 that we deal with, but we also have contact, in this particular case, with Waterfront Toronto, because this is part of their large precinct plan, and they are a major player in this exercise. It's their design concepts that have encouraged this type of design that Dundee Kilmer has come up with, who has advised us that they're finding a lot of resonance with the public out there on these types of things because of the nature of the community. That's one aspect.

We also deal with the Ministry of Municipal Affairs and Housing. Obviously, there's some funding that they do with some of the social housing providers. There's the YMCA people, there's George Brown, those types, and then the biggest player, of course, is the city of Toronto, because this is right in their area where they have a tremendous interest about how that development will proceed.

**Mr. Rod Jackson:** Sure. What would you say are your—I've been involved in similar projects where there's big coordinating factors happening. One of the biggest challenges, often, can be coordination between interested parties. Can you tell us what your greatest issues or challenges have been as far as coordinating all these parties coming together on this project?

1610

**Mr. Tim Casey:** With the village, probably it was at the beginning, the start-up phase of trying to marry Toronto 2015's needs with what was going to be practical within the village itself, with what DK saw their needs were to have a viable village, and with what the city of Toronto was hoping to get out of the whole package. That's usually where you're going to find the biggest issues, trying to get everyone aligned at that point in time. As time goes on, those issues tend to fall off as you resolve them.

Right now, things have actually been going quite smoothly. The village is looking good. It will be actually looking quite nice this summer, because a great deal of it will have been very close to conclusion; there will be mainly just the interior work. Corktown Common Park opened—I'm not sure if people are familiar with it, but it has really galvanized the community. That has brought attention to the village itself.

So we're finding a lot more support from the standpoint of getting it done and let's see what it looks like than the problems coming out of it. We thought, given the size of this one, that there might be more issues from a municipal standpoint. We have not found that at all.

We're also finding that around the village itself, there seems to be, from the business community that's around there, an excitement of getting things going and such. I'm sure that that the Distillery District is just waiting for the games to come because they're right across the street from the entrance to the village.

So we haven't really seen much of any problems. The neighbours seem to be just waiting for us to get going and having it open.

**Mr. Rod Jackson:** We know the number is \$708 million or \$710 million for the total cost of the village. Once the transformation happens, what is the return for the province on that investment, the financial return?

**Mr. Tim Casey:** Financial return? There's not a direct financial return. The land and buildings are turned over to the various owners of them, whether it be Dundee Kilmer, which then, in turn, sells them as condos, or to the social housing providers, the YMCA, George Brown—they all go over there. There's revenue that does come in, which you can see on your chart, from these various parties that will actually lower that cost somewhat for the Pan Am Games. But the province doesn't pick up a direct financial amount from selling anything at that point in time. However, it has lands adjacent to that. Those lands presumably will now be going up in price, because, prior to this, you had a brownfield site. After this, you have a very viable community, and they're seeing a good bit of real estate action going on around that area.

**Mr. Rod Jackson:** Let's say that the revenue dollar amount of \$71 million is correct. That still leaves over half a billion dollars of provincial investment in a property that's turned over to a private interest. Is that correct?

**Mr. Tim Casey:** One would have to fully understand the financing around it. The requirement is to provide the village, which is what they're building, along with a number of other ancillary things. As you look at that list of activities, it's not that someone is turning over just some housing in there. If you would look at any other developer, most developers aren't going to rebuild something like Cherry Street and put in a streetcar line on Cherry Street. Those are all part of this activity. The other provincial works that you look at, someone would have had to have done them anyway.

We essentially have a situation where, when you're going to look at putting in a village, you'd have to put a village someplace. You would have to pay for a village someplace. You had the West Don Lands here, which the province was looking at redeveloping, along with Waterfront Toronto, which is a partnership between the province, the city and the federal government—looking at redeveloping this entire West Don Lands. There was a need to complete the flood-proofing on that area because—for those who are not aware, the Don River goes down there. The banks of the Don were not sufficient to hold back a 100-year flood, so consequently, there was that concern about the flooding. Well, this entire project accelerated all the activities. Flood proofing has now



been finished, and that protects about 500-plus acres of downtown land, including the financial district, from flooding.

So there's a lot of work that goes into this entire activity. You can see from the list there that it's not just that someone has built some apartment buildings, condo buildings, and someone is turning those over. This entails a great deal more of investment that the province has put in, and in some cases, it's part of the broader West Don Lands development that the province would have been looking to put together anyway.

**Mr. Rod Jackson:** Would you categorize this as a triple-P sort of project?

**Mr. Tim Casey:** I beg your pardon?

**Mr. Rod Jackson:** Triple-P, a public-private partnership?

**Mr. Tim Casey:** To a certain extent. It's a rather complex AFP type of project.

**Mr. Rod Jackson:** Okay. I'm just trying to understand this as clearly as I can. For an investment of \$708 million, the province is saying it gets a return of \$71 million on that investment, a fraction of the original investment. You mentioned earlier that the project is handed over at some point to the developer, which is Dundee Kilmer. Is this the largest such project of its kind that has happened in Ontario?

**Mr. Tim Casey:** That, I couldn't tell you. I would have to check with Infrastructure Ontario.

**Mr. Rod Jackson:** Okay. I'm still kind of struggling with it. I understand the YMCA and affordable housing and George Brown residence. Presumably there will be some sort of revenue generation here. I know that affordable housing does generate income for landlords. I'm just trying to figure out who is benefiting from this massive provincial investment. It seems to me that once the transition is made, the developer takes control of it, is going to be managing that and accepting any revenue that comes after that investment and after that transformation has been made. Who owns Dundee Kilmer? Who is behind the name Dundee Kilmer?

**Mr. Tim Casey:** That, I wouldn't know. I would have to inquire of Infrastructure Ontario to determine what is the ownership structure of Dundee Kilmer.

**Mr. Rod Jackson:** So you have no idea who the principals are at Dundee Kilmer, even though it's a project that you're overseeing?

**Mr. Tim Casey:** I oversee the overall project; I don't oversee the contractor himself. It's not a need-to-know for me to know who the principals are. I have a project manager, which is Infrastructure Ontario, who have done billions of dollars' worth of infrastructure development. They know the contractors.

**Mr. Rod Jackson:** Okay. Just for clarity, who do you report to?

**Mr. Tim Casey:** I report to the deputy minister, Steven Davidson.

**Mr. Rod Jackson:** And he reports to?

**Mr. Tim Casey:** Mr. Davidson reports to the secretary of cabinet and also reports to Minister Chan.

**Mr. Rod Jackson:** You also mentioned earlier that you're overseeing other capital budgets, capital build budgets; I think you said 10. Is that correct?

**Mr. Tim Casey:** Ten capital builds, yes.

**Mr. Rod Jackson:** Capital builds in the Pan Am Games, right?

**Mr. Tim Casey:** Yes.

**Mr. Rod Jackson:** Before I go too much further, I just want to know how much time I have left.

**The Chair (Mr. Grant Crack):** Just under four minutes.

**Mr. Rod Jackson:** Okay. Would you mind just quickly listing what those 10 capital builds are for us?

**Mr. Tim Casey:** The ones with 2015?

**Mr. Rod Jackson:** Yes, please.

**Mr. Tim Casey:** We have the aquatic centre, which is up in Scarborough. We also have the York University field track; the Markham field house and pool. We have the U of T field hockey, the Etobicoke Olympian—that is not a new build; that's essentially a renovation that we're doing.

**Mr. Rod Jackson:** What was that last one called?

**Mr. Tim Casey:** The Etobicoke Olympian.

**Mr. Rod Jackson:** Okay.

**Mr. Tim Casey:** That's pools that are being essentially reconditioned. It's a long-standing project. The Hamilton stadium that the Tiger Cats will be using; the Milton velodrome. Did I get them all?

**Mr. Rod Jackson:** I get the sense of where that's going, and if you could provide a list after this, I'd would appreciate it.

**Mr. Tim Casey:** I think I got them all there, but I can give you a full list and where they are.

**Mr. Rod Jackson:** That's okay. The question I want to ask quickly about them is, who is responsible for the cost overruns in any of those major capital builds, if there are any cost overruns?

1620

**Mr. Tim Casey:** Those were all done by the same AFP process, and so the developer takes the risk of the delivery date and takes the financial risk.

**Mr. Rod Jackson:** Okay.

**Mr. Tim Casey:** As I noted, those projects, at the present time, are due to be completed this summer, except for a few of the tracks, which we don't need right away. They're very small projects, but they're bundled with them. Those projects will be—right now, they look like they're all on budget.

**Mr. Rod Jackson:** Okay. Are there any builds that are projected to happen between now and the beginning of the Pan Am Games that have not been announced?

**Mr. Tim Casey:** Any capital builds?

**Mr. Rod Jackson:** Yes.

**Mr. Tim Casey:** None that I know of at this point in time. There's always the chance that a venue, the 2015 plan, didn't work out, and it would have to then bring in the system. However, we're about 17 months before the games; it's getting a little bit late to be doing capital projects.



A number of the other projects that they have—in 2015's case, they do have a capital program that they administer in the smaller projects. Some of those projects have not yet started, but they're fairly small and they won't start those until probably a little bit later on this year.

**Mr. Rod Jackson:** Okay. Thank you.

**The Chair (Mr. Grant Crack):** Thank you. You still had 42 seconds, so if—

**Mr. Rod Jackson:** That's okay. I'll waive the 42 seconds.

**The Chair (Mr. Grant Crack):** I just want to be fair. We'll move on to the third party: Mr. Miller.

**Mr. Paul Miller:** Hi, Tim. Thanks for coming. I guess my first couple of questions, you kind of answered in your submission about the village being on time, and the after-use of the village, and what the breakdown was on the lodging.

I'm going to go right into some other questions. The initial objective was to put as many Ontarians to work as possible. I remember having discussions with Ian Troop when he was around in our office about what he foresaw as putting our people to work, and he seemed quite positive that he was moving in that direction.

Previously, I had had discussions with a man named Lorne Newick. He's the business manager of the International Brotherhood of Electrical Workers, Local 105, in Hamilton, who expressed concerns about the use of foreign companies in this large endeavour.

Maybe you could answer me quickly on three concerns I had:

(a) Who made the decision to use foreign companies, and why?

(b) What is the number of Ontarians being utilized in the games, whether it be trades or labour?

(c) What was the plan to ensure maximum hiring of Ontarians and Canadians?

**Mr. Tim Casey:** Hopefully I can remember all three of those.

**Mr. Paul Miller:** I'll do it again for you: Who made the decision to use foreign companies, and why?

**Mr. Tim Casey:** The procurement process for the province and for these projects was an open and competitive process. There are various trade agreements that Ontario has to adhere to as well. It is not uncommon to have these types of infrastructure projects open to whoever wishes to bid on them, as long as they qualify. In this particular case, a company that was outside of Canada did win this bid. We're trying to get the best price possible for this.

**Mr. Paul Miller:** And (b), what is the number of Ontarians being put to work? Out of the whole picture, roughly, what percentage?

**Mr. Tim Casey:** Sorry, but I don't have the details on the total numbers that would be working with regard to the games, or the infrastructure projects that Toronto 2015 is ultimately responsible for. I do know, for the village—it falls under my direct responsibility—that it is

calling for approximately 5,200 direct and indirect jobs, of which 700 of those are in construction.

**Mr. Paul Miller:** Locally, 700 out of 5,200.

**Mr. Tim Casey:** There are 5,200 direct and indirect jobs, 700 of which are construction. I cannot confirm whether they're local jobs or not local jobs or where the people have come from for those. We don't track that information.

**Mr. Paul Miller:** If possible, could you get that information through 2015?

**Mr. Tim Casey:** I can try to find that information. Could I clarify what specifically—are we talking about the—

**Mr. Paul Miller:** I'd like to know the percentage of Ontarians, whether they be trades or labour, being used on the construction of the various venues throughout the province. It's my understanding, through Mr. Newick—he told me that the company that was awarded it from France had no superior expertise in this field. The instrumentation people, which is one notch up from the regular electricians, was also denied—a company in Burlington was denied—and they went with another French company. These people are local people that could have worked on the stadium in Hamilton. They're very upset, and they came to me with that. Obviously, just in those two alone, there'd be no—well, unless they were hiring locally, but according to the unions, they weren't. They were bringing in their own people, some of them. So that's not good.

The man that the province put in charge—his name is Andrew Smerek. He's the coordinator in charge of electrical and mechanical tenders for the Hamilton venues. He is employed by Bouygues, a French company, in partnership with another company that's foreign, called Kenaidan. I understand from my investigation that Mr. Smerek contacted a tender applicant in Hamilton, one whom he had led to believe, on more than one occasion, that the contract was his. These people went out and hired people and refused other work because they thought they had the tender. They also put out a considerable amount of money for architects and design for the stadium.

Mr. Smerek apparently wanted them to sign a contract requiring them to sign a document stating that they would not use unionized tradespersons to do a significant portion of the work on part of the electrical systems but would hire labourers to do their jobs. These labourers were not qualified to do the jobs—bases for transformers and such—and it fell within the criteria of the electrical unions of Canada and the labour code.

I want to know why we're using foreign companies when our people are more than qualified in the Golden Horseshoe to do these jobs. If it's based on money, is the quality of work going to be as good? If they undercut our local companies, whether they're unionized or non-unionized, is the quality of work going to be good?

**Mr. Tim Casey:** First, I want to stress that we take very seriously our procurement processes and the purity of our system in both the procurement as well as in the



management of the contracts itself. One thing I think would be useful is just to clarify that when you refer to these foreign firms, are you referring to the general contractor or are you referring to the subcontractors of these particular gentlemen?

**Mr. Paul Miller:** I assume it's the general contractor who was awarded it. What his makeup or his labour percentages of local technicians is, I don't know; I'm not privy to that. I'd like to know, because I have a lot of local unions in the Hamilton area that are upset. They were in the bidding system, and they did not get a suitable answer when they were let go. This guy, Mr. Smerek, apparently wanted them to—especially the electricians and the technicians that do the instrumentation—allow labourers to do some of the work that they are not qualified to do in Hamilton.

I had this argument before and it seemed to have died. They never did get an answer as to why they were out of the tendering process, and this guy wanted them to sign a thing saying that they wouldn't use unionized electricians. This company owner—I can get you the name and everything—said he couldn't do that because he hires unionized people and is himself part of the union as an owner and could not sign that document. He made it quite clear, and we have access to the document that he put out saying not to hire unionized workers to do this work.

To me, the unionized workers in this province are very well respected and more than qualified to do the work, especially the technicians that this French company either outbid or, for some reason, they got let go in Burlington. I'm really concerned. Are we cutting corners? This is in question form, not a statement: Are we cutting corners? Is the quality of work good? Are the inspectors sent by the labour board okay with some of the stuff that's gone on? There's no way that labourers should be putting in transformer bases for huge transformers. They shouldn't be doing that work. That falls under the electrical code of Canada.

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I certainly want—and I'm sure you do—the work to be above par and that it's going to last a long time. Certainly safety is a huge part of this. So I need more information from your ministry in conjunction with 2015 as to why we're using foreign companies, what was the scope, why did they get the tenure and why are they being used as opposed to local trades?

**Mr. Tim Casey:** Okay. I will definitely look into that and get back to you.

I did want to stress—I am aware that this issue had come up about—not the full package that you have talked about today, but particularly about some of the electrical contractors there and the work that was being done. That was looked into. The contractor is required to comply with all provincial health and safety standards. The contractor indicated that they were doing exactly that. According to the Ministry of Labour, no formal complaint was ever filed. We did check just very recently, and that remains the situation.

IO has monitored it from before and continues to monitor it. The Ministry of Labour is aware of the situation. However, based on your concerns here, we will definitely look into that and get back to you on that and advise you of what we find.

**Mr. Paul Miller:** I appreciate that. I guess my next question is, despite their original mandate, they are increasingly using non-unionized foreign companies to complete this work. A lot of unionized workers are more than qualified to do this work, and they're very proud Ontarians, proud Canadians, and to be left out of the process on some of the venues that are going to be around for a long time has really put a lot of stress on local unions. They've confronted me on it and said that they want more answers. They've been left out of the process. They want to know why they're out of the process, why they haven't been, in their opinion, treated fairly, and I agree.

My next concern—now that I've worn that one out, I guess, a little bit—is about security. In today's announcement, community safety and correctional services said:

“The private security contractor will provide services across 58 venues, working 24 hours a day, every day for the 59 days of the games.

“The OPP's ISU is a partnership of all law enforcement agencies involved in the games, to ensure effective coordination of security planning and execution. It includes the eight municipal police services impacted by the games: Toronto, Peel, Halton, York, Hamilton, Niagara, Durham and South Simcoe.”

I guess my question to you is, do you know if the private security company is Canadian-owned and operated? Do you have a schematic that shows who actually has the final word on all policing and security matters—who has the final say on that?

**Mr. Tim Casey:** I don't really know who the final say is because I just learned that information myself yesterday. Consequently, that particular one is still under procurement. So it would be something that is part of the procurement process until actually the contracts are signed. That would be when they would normally release that information. I don't have it. I could attempt to find that information for you, if you wish.

**Mr. Paul Miller:** I'll give you an update. I may be a little ahead of you on this, but I may be fortunate to have had some contacts.

According to my contacts, this RFP model is outdated. It's six months behind schedule for security. It still won't be announced until April, and their biggest concern is that the company that is in the final two is an American-based security firm that has an office in Vancouver. This firm has had charges against it at the G8. It's had charges against it at the Olympics in Vancouver for various issues, which they paid a token amount of money to make go away. The G8 was the biggest concern. This company has been known, in the past, to be strike-breakers, to use tactics that were questionable at best to change the direction of strikes, representing the companies in that case. My concern would be that if they



have utilized methods that are going to incite the situation as opposed to calm it down and make it run smoothly, I'd have concerns.

Apparently, the other one that's left in the running is a Canadian company from Ontario that is quite capable. It's my understanding that the OPP are not happy with the Vancouver-based one and they're happier with the other one. They tell me that it's way behind schedule. It should have been in place. You've got a little over a year to go, and your security is not good. We came out today with a \$30-million or \$32-million increase. My people tell me that that's going to go way up from there. It's at \$32 million over budget now. It's supposed to be \$208 million; I believe it's \$232 million, and it's going to go up even more.

I guess my question to you is, when you're saying everything is hunky-dory in your submission—the village is on target and everything is hunky-dory. I'll tell you, from my experience in construction, many, many times I've seen overruns that crop up from time to time when push comes to shove and you want to finish off the projects, whether it be foreign companies or local companies. This could also apply to security. They don't like the RFP model because they fear it's outdated now. How do you feel about that?

**Mr. Tim Casey:** I want to stress that security is a top priority for the province for the games. The Ministry of Community Safety and Correctional Services has a responsibility for the security for these games and that procurement is being done through them. So if you have questions with regard to who might be the eventual contractor, what their qualifications are or any of those other questions, I would not be the person to answer those questions. I would have to refer that to MCSCS to handle that.

**Mr. Paul Miller:** I'm sure that you could send my concerns to them and have them contact me directly with answers.

**Mr. Tim Casey:** Yes, I can do that.

**Mr. Paul Miller:** Because I thought you were the guy that we were supposed to ask this to, but apparently you're not. So if the left arm knows what the right hand is doing, that's good. If you can line that up for me, I'd appreciate it.

**Mr. Tim Casey:** We can do that, and they would also be able to respond to your concerns about the time frame in which this is being done. At the present time, we have every confidence that this will be done on time and that—

**Mr. Paul Miller:** The security.

**Mr. Tim Casey:** The security—we have a little over 17 months to go, and the procurement is just about complete now.

**Mr. Paul Miller:** It's my understanding that the G8 summit security systems were being applied and prepared three years in advance of the G8—and the Vancouver Olympics. According to you, everything is good and 17 months is enough, but I'd be very concerned if the people that we're getting to do this and that are going to run this

have had a cloudy past, because you saw the problems we had at the G8. Potential problems—there probably will, unfortunately, be some protesters, I imagine, for whatever reason, at the Pan Am Games. There's always somebody that's not happy. So of course, we're concerned about how they're going to be handled.

I'm certainly not thrilled that an American company that's based in Vancouver is one of the last two, because they sure messed up the last one. They're in the running again. So I've got to know that too: why they're there again.

Back to the village: You made the statement that it's going to have no kitchens and it's going to be very basic, something which is probably a lot better than Sochi, but it's going to be basic. Are the people that are involved after, once you've wiped your hands clean of it, it's done and the games are over and the period of time when the developer takes over, that developer is responsible for all upgrades for the units—will the quality of workmanship be the same for the condos as for the public housing? Will they cut corners? Are there any performance bonds that will be put in place to make sure that the 230-or-something units you mentioned in your submission going to social and public housing will be up to standards? Obviously if someone's paying half a million dollars for a condo, it's not going to be the same, but are they going to be adequate and good?

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**Mr. Tim Casey:** I think it's important to keep in mind, with regard to the village, that there are different owners. Dundee Kilmer owns the condos, and they have to sell those condos, and they have to be sold as new units to come under the warranty. Consequently, they have a certain obligation to make sure that happens.

There are other owners for the social housing, for the affordable rental housing. Those owners have their own requirements, and they will be doing their own inspections at the end of the day to make sure they meet those requirements.

**Mr. Paul Miller:** MPP Sattler has a question for you.

**Ms. Peggy Sattler:** Thank you very much for your presentation. We've talked a lot about infrastructure and now security. You made mention of some of the municipal infrastructure improvements that are going to be made.

You also mentioned that one of your primary focuses has been around emergency planning, but you haven't really talked very much about that. Can you give us some more details about what's involved in the emergency planning? Is that part of this security contract, or is that something separate? Just fill that out a bit for us, thanks.

**Mr. Tim Casey:** Thank you. Again, the safety and security of people is a very high priority for us. Emergency management takes into account other activities than the policing services. Policing services coordinate with them, but we're talking primarily about health, ambulance services, paramedics, fire services. That tends to be the emergency management part of this.

When you're into a situation like the games themselves, where you have this very extensive amount of



activity that's occurring all at once—it's the equivalent of 50 Grey Cups happening at the same time over a number of weeks, with all these people. You're dealing with 1.5 million or 1.7 million ticketholders coming in at that time, over those few weeks. You're dealing with probably in the neighbourhood of 30,000 people involved in putting on the games, including the athletes. That's a lot of moving parts there.

If emergencies occur, you have to be able to respond to that. You have to be able to get first responders in, you have to be able to move whatever the emergency vehicles are along the roads and the highways and such, and you have to be able to get them into the venue itself, so security has to be ready to do that. All those types of things come along.

Toronto 2015 has certain responsibilities within the venue itself. They look after the first aid type of activities; it could be St. John Ambulance or something like that. Beyond that, if there's something more serious, we bring in paramedics. They either come in through a staged vehicle process, depending on the nature of the venue, or we have worked out the response mechanisms. The same thing is true with the fire services, not only the fire service that you provide in case of a fire, but you also have the aspect of what you do in the case of the fire inspections and things like that. All the emergency management comes together.

We also put on exercise programs, and there will be three of them. One of them has already happened; there will be two more. They're increasing in complexity. We bring in people from all over—municipalities, federal government, first responders and so on. They all come in, and they work on how these systems will actually work. It's based on—really focused on—the emergency activities that go on to make sure they all work in conjunction with each other. That is quite a complex activity. Just to give you an example, the first exercise program had nearly 400 people at it from all over; it included private sector, public sector, non-profit sector and the Ontario and federal governments. They all came in to work on that exercise program. The next one will be even more sophisticated than that. The idea is, if something goes wrong and it needs emergency management response, the system works extremely well. That's really the target.

**Ms. Peggy Sattler:** Is there a budget line allocated to the emergency planning?

**Mr. Tim Casey:** Not really. I mean, the reality is that a number—everyone contributes. All those partners I mentioned, they all contribute. Essentially, what you're putting in is people; you're putting those people in to do it.

**Mr. Paul Miller:** One quick question, or, actually, one statement: It has come to my attention that the American-based company I was concerned about is called Contemporary Security. It's my understanding that during the G8 summit in Toronto, they were operating in Ontario without a licence, and they were charged and pleaded guilty in court and paid a \$65,000 fine. So I hope they've got a licence to operate in Ontario this time.

Okay, thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, members of the third party. We'll turn to the government side: Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair, and thank you, Mr. Casey, for so patiently answering so many of our questions.

Since 2009, as you know and we all know, there have been numerous incidents of threats to public safety. I don't have to remind anyone in this room about the incidents the world has seen in recent years. It has only increased our alertness and concern, not only for the safety of the athletes and officials that are involved in the games, but also for the general public, both domestic and foreign.

Of course, with the recent Winter Olympics that we were all watching so closely, and the Paralympics that will be starting in a couple of days, it's certainly understandable how quickly things can change and escalate, as we approach the start of the games. In fact, there are a few groups that publicly declared a threat against safety, shortly prior to the games in Sochi, and that's why I think it's important not to underestimate the costs of those items, but more importantly, not to undermine the process of planning for them.

Even now, with the Paralympics starting in a few days in Sochi, the situation in Ukraine has people saying that our para-athletes and coaches should perhaps not be attending, as they feel it's too dangerous, which just goes to show you how quickly things can change in a few weeks' time.

Given this background, given what's taking place in Ukraine as well right now, could you give us an overview of the planning process that goes into security for the games?

**Mr. Tim Casey:** Sure. As I've noted, security is a key cost factor for the games, and it's a very high priority for the people who are planning these games. I'll give you a little bit of an overview of how the security process and planning and budgeting comes about.

To start off with, number one, these games, from a security standpoint, are a community and sporting event. They are not a security event. In the G8/G20, it was a security event because what they were trying to do was protect eight and then 20 heads of state. That's not what's happening here, unless an internationally protected person, an IPP, happened to come. That would be the only situation where you'd be into that.

Consequently, as I talk about a community and sporting event, this is one of the prime operating principles for the ISU, the integrated security unit, which is made up of the OPP and eight municipal police services. They see that. It's something we work with them on regularly, and as we get closer and closer to the games, both they as well as all the private security will be focused on trying to ensure that's the image that is created by this.

The reality of this is, that's not unusual in places like Ontario and in Toronto. If you look at all the various events that go on at any point in time here, you've got marathons, a Caribbean carnival, TIFF, the Indy, the



Grey Cup and so on. Those, again, are cultural events or community events or sporting events. They come off very well. If you think about those kinds of events, can you really recall the security in any of those? Again, it's not the G8/G20. We have a history of being able, in this province, in Toronto, to put on big events and do it in a way that is friendly and that people don't notice the security.

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As you go through this, the comparisons are difficult with other jurisdictions—that's one of the key things I wanted to mention—because the size, scope, risk levels and security practices all differ. You can't compare our security practices, or our risk, to what people in Mexico faced during the 2011 Guadalajara games.

However, we do learn from those, and there are a lot of learnings that have come out of Vancouver, Guadalajara, London and Glasgow, who is, like I said, a year ahead of us in putting on their games; theirs start this summer. That has worked very well because, in the OPP, we have officers there who actually worked with the RCMP during the Vancouver games, so they have some skills. We've been able to bring in a lot of advice there. They're working diligently to mitigate potential and known risks.

Budgets are notoriously difficult to scope out at the bid and early stages. There's just not enough information available at that point in time to give the kinds of details that we would have today. You might wonder, "Well, why can't you do all that?" Well, you're putting in a bid; that in itself is costly. There's no guarantee you're going to do it. You talk to municipalities about what kind of venues they may have or they may want to build as a legacy for these. They'll put in proposals; you'll use that. You don't have anything, in many cases, to actually go in and analyze around a venue. What does a venue look like? How big is it? Where is it going to be located? What kind of transit route does it have? What kind of security permit might it have? You just don't have that kind of information. You're using primarily historical information to do these things. The trouble is that you're dealing with something that is actually going to happen somewhere six to eight years later, when you're doing it. A lot of water goes over that dam between now and that point in time. That's part of the difficulty in putting together the original budget.

Then you've got an organizing committee that comes into play once the bid is won. They put together their budget based on the bid budget and make the modifications coming out of that. Then, they start their planning. They do get into the detail. Some of it is sequential. Some of it happens simultaneously. An example is that our shooting venue was one of the last venues to come out of the system, but it's not a big venue; it's not much money; it's not critical. If you tried to do everything at once four years ago, you would have had to have a lot more people in the organizing committee and in the province planning all these things. And even after that, things still would have changed, because again, you're

dealing with a lot of moving parts, a lot of venues, a lot of different activities around those venues and how you move people back and forth between them.

The venues change. It's not unusual in games to have 40% to 60% of your venues change from the time of your bid to the time you actually put it forward. They change for a variety of reasons. In some cases, what they thought was going to be an adequate field of play just doesn't meet the sports association's requirements, so you can't put it on there. We had one where the field was in the wrong direction with regard to the sun; it was probably fine for general recreation, but for that sport, it just doesn't work that way. So these things are constantly changing. Some municipalities decide they don't want to do it after all. They don't want to spend that money, so they change.

As time goes on, you're trying to figure these out. The cost drivers for security are your venues: What are your numbers? What are your locations? What's your design? The design is a critical part: How do you move people in and out of venues? How many athletes do you have? How many officials do you have? Where are they going to be located? We have satellite villages; we have a main village. What is your schedule? In many cases, you don't know the schedule until the last six months, sometimes three months, before. Some of it depends on when these athletes might actually be available to come.

You've got spectators and dignitaries. How many of those are going to be going in? What's your anticipation for ticket sales? Celebration events: How many of those are you going to have? Where are they going to be? What are the transportation routes? All these things are happening at the same time, and you're trying to figure how to move athletes back and forth through all these venues—you can see the complexity of it.

Then the risk assessment happens. I was involved in building large infrastructure for many years, and having done that, I've never seen anything this complex, trying to put together this many operations at one time. It's an evolutionary process. As your operating parameters change, any one of them will change all the others. It changes the transportation costs; it changes the security costs. So if suddenly you decide, "I have this venue and it has this big a perimeter. I now have widened that perimeter; I have now changed the security parameters; I have now the transportation costs," I've actually changed the operating costs for that venue. Multiply that by all the venues we have and I think you can see some of the problems. It's an evolutionary process, and that's how we build up the budget.

**Ms. Dipika Damerla:** Thank you. That brings me to my next question, which is that I think some concerns were raised as to whether our security planning is on time. I think one way to gauge that is perhaps to compare what other jurisdictions are doing, so I've been doing some research. I was very interested to come across that the Commonwealth Games that will be hosted later this year in Glasgow—is it true, because this is what my research shows, that they still have unsigned security



contracts just mere months away from the start of the games? That tells me something: that, right up to the last minute, if my information is correct, these things are fine-tuned. I was just wondering: Given that context, how far along are we in the security planning stages? How does it compare to past games in other jurisdictions?

**Mr. Tim Casey:** Thank you. The reality is that for games planning, we seem to be pretty much bang-on where most jurisdictions are at this time. I haven't checked into Glasgow in the last several weeks, but I do know, earlier this year, that they had not yet moved ahead on theirs, and they are holding their games in 2014. They did run into problems, and we learned by their problems. They were quite frank with what they encountered.

To give you an example: In Glasgow, 28 months prior to their games they were forecasting a budget of \$42 million for security. Eighteen months prior to their games, that budget moved to \$143 million—a little more than three times what it was. London's budget actually didn't get published until about 18 months. Vancouver didn't put theirs in until about 12 months before the games. The reason is not that they just didn't want to publish them; in many cases, it was the situation. They had to finalize all these requirements. You had to know essentially what your private security costs were going to be, so you had to finish your tendering process on that. You can see what happened with London. Again, a lot was learned by our people from London.

If you wonder why our costs went from \$206 million last fall to \$239 million, it was due to changes in some of the planning around it, but it was also due to changes in the costing and the estimates for private security. Once London happened—if people are not familiar, they had a lot of problems with private security. They just were not able to deliver, and the Olympics had to bring in the military to supplement. Not only did the various jurisdictions that will have to put on security in the future learn by that, but the industry learned by that. They learned what you have to do to put on security for these big games and the risk factors that were involved in that. That was a massive reputational risk to that company.

For that reason, you have a situation now where the original request for interest that was done back in 2012, which indicated a difference in the price structure that has now changed as a result—probably coming out of London, I would have to assume. We have been basing it on that factor, and now we have additional information. This is the reality of games. Things change. If London hadn't happened, you probably would have had a whole different mix at that point in time if the London private security problem had not occurred. It's one of the realities of games: You adjust to things that are happening, because you have such a time frame between when you do your bid and when you actually deliver games.

**Ms. Dipika Damerla:** Thank you for those very interesting comparisons and insights. Based on what you have said, given the obvious complexity and the constantly changing parts, for the opposition parties to

constantly demand a final security budget to be revealed up to this point—would you suggest that that's perhaps a little naive, given the complexity?

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**Mr. Tim Casey:** Like I said, security is a top-of-mind item for us. All we can do is continue to build the security budget based on the information we receive from Toronto 2015 around their operating requirements, and then adding in all the other activities that impact that security budget as well, including the risk assessments that come out of it. That can change even during the games itself. Consequently, we see it as a true evolutionary process. Your budget continues to get better, more certain, as time goes on because you're locking down information. We're just about at that point where all the venues are known with certainty. That helps us out. We still have some uncertainty around celebration venues. As those get locked down, it brings even more certainty to the security budget—each one of those.

So it's an iterative process, and it's a process that moves along at its own pace. But even if we got to a point, months from now, and we said, "We're fairly certain this is the budget"—if your risks change, your budget can go one way or the other. That's one of the realities of security. We will do whatever we need to ensure these games are safe, whether for the spectators, for the athletes or for the public.

**Ms. Dipika Damerla:** So there are things where you really want to come under budget, but there are things where your focus is not necessarily cost, but ensuring the security. That's a good take-away as we measure these numbers.

**Mr. Tim Casey:** I should stress that when we look at it, we're not saying we're saving money or we're cutting corners on the budget at all. What we look at—and I think this is an important distinction. You can look at other ways of doing things in other kinds of activities outside of security, where you might say, "I can use a lower-quality product," or something like that. That's not how we do it when we look at how we do a security budget. The example that I can give you is: If you have three avenues into a venue for people to go, one for people with tickets, one for people who are accredited and perhaps one for the workers who are going to be there in the venue, and you decide that you're now going to use two avenues to do it, you're not decreasing your security at all. What you might be doing is maybe creating more lines; maybe, instead of a one-minute wait, it's a three-minute wait for people to get in. But you can see how that could have an impact on how many security personnel you need, because you don't have to have one avenue of a magnetometer with security people there, and so on.

That's what my division works at. We look at that. We don't get into the operational details of how many police you need, what those police are going to do, how many private security guards there are going to be—none of that. That's an operational detail that we're not privy to. What we can impact is how you actually design the



venue activities to allow you to minimize some of the other costs so that you're not spending money if you don't have to do it. In some cases you may need three access points because that's the most effective way to do it, or the lines would be too long. You judge around that.

**Ms. Dipika Damerla:** In terms of costs, I understand that, from the technical briefing Deputy Minister Steven Davidson gave a few months ago—I believe it was mid-November, the one that the Progressive Conservatives were invited to. I know that two staff members from the NDP attended, but nobody from the Conservatives did, unfortunately. At this briefing, you provided some rationale as to why there isn't a solid or final number for security and transportation. Can you possibly—and I know you've alluded to it already, but perhaps one more time—explain, to the best of your knowledge, why is it that it's usually a range of estimated costs and not a set number for security?

**Mr. Tim Casey:** Thank you. The costs—we can put an estimate in, and in some cases we can put a range in, and in some cases we can put an actual figure in, but I think the reality is, we know those numbers are fluid. They continue to move until all the data that goes into making these numbers are locked down. And that still is not at that point yet.

In this case, it was, as I recall, \$206 million back in the fall, and that number, from what I now understand, is moving to \$239 million. That's due to a variety of things, like I mentioned. Some of it is the celebrations; some of it is a change in venues. We've added one "para-day" for the para-sports to the system to give us a little more flexibility. All of those have some cost impacts. There are cost impacts still to come of other things. Like I mentioned, some of the celebration events have not yet been locked down. We have just about gotten there with the venues and we're still now moving into more detailed transportation planning, which will also then have an impact on security.

An example there is, if you're looking at an incident management program on the highways—how do you manage traffic accidents?—you might be able to speed up the ability to move traffic and clear them and such. Well, that has, essentially, a police cost to it, and we have to look at that. But we're not to that point yet of doing that.

A lot of work is going on; it's not like nothing has happened. When you talk about security planning, it's important to keep in mind that at G8, when they did it, the reality was that they had about, I think, two or three years' planning, something like that. G20 had six months of planning. Our people have been planning this since, essentially, I would say, late 2010, the security forces. So they've been doing a lot of work since then. They've been gearing up for it. They didn't start with a whole pile of people at that time, because they didn't have the information to go by. As time goes on, they get more and more information, and now they're involving all the municipal police forces in this. So this is quite an extensive activity that they do, and adjustments are constantly made as new information comes in.

**Ms. Dipika Damerla:** Thank you so much.

**The Chair (Mr. Grant Crack):** Thank you very much. So that's it for the government side. We have 10 minutes each for the next round, and we'll move to Mr. Jackson from the PC caucus.

**Mr. Rod Jackson:** Thank you.

I have a couple of quick questions for you around the temporary structures that are happening at some of the capital builds. As an example, at the athletes' village, a lot of the site is made up with temporary structures, including a restaurant and dining hall that will cover, I guess, approximately 5,000 square metres—a significant space. York University has a 5,000-seat athletic stadium being built; it will increase its capacity to 12,500 people. And the aquatics centre at York University also has some seats that are being added as temporary structures.

I guess my question is, in that overlay for those temporary structures, is the take-down a part of that budget? I think it's a \$116-million budget for venue management. Is that included?

**Mr. Tim Casey:** When you say \$116 million, which budget were you referring to?

**Mr. Rod Jackson:** It's a budget for venue management.

**Mr. Tim Casey:** Venue management for Toronto 2015?

**Mr. Rod Jackson:** Yes. I would assume it is under your operations.

**Mr. Tim Casey:** No. Their venue management—and I'm just going to speak at a very high level on this one because I don't get into their details of the venue management; that's one of their specific roles, and it takes a number of things.

If you're dealing with venue overlay—I'd have to see whether that is part of the budget; I don't have that document in front of me. Venue overlay, as 2015 describes it, is, if you took a venue and you turned it upside down, everything that fell out of it would be venue overlay. It's all those things: It could be tents, temporary facilities. It could be broadcast towers—any of those types of things. That would be within the budget of Toronto 2015. They provide that, and they would be responsible for putting it up and taking it down, wherever that is, in a particular venue.

But venue management could incur a lot of other things. It could be the actual managing of that venue and all the different things that go into the venue, from the volunteers who work in the venue to the people who deal with the various activities around it where the equipment is being stored, and all those types of things. So if you wanted more detail, I could ask 2015 to provide that.

**Mr. Rod Jackson:** I'd appreciate it if that would be the case. Thank you.

Moving on, I want to talk a little bit about transportation. You mentioned earlier that you oversee some of the transportation issues. I certainly have some questions surrounding transportation.

If I go back a little bit, I guess some of the officials from PASO—which is the international organization that



oversees the Pan Am Games, as you know—noted that Toronto has the largest budget ever for any Pan Am Games, but also noted that they had two things that they were very worried about. One of them was transportation.

1710

By the Ministry of Transportation's own studies, let me give you a few reasons why they're concerned about it. I'd like to know what your thoughts are around this and where you are on this.

So, 90 minutes to the soccer stadium in Hamilton—these are all from Toronto—82 minutes to the Milton Velodrome—by the way, these are travel times for the athletes as well—68 minutes to the baseball park in Ajax; 56 minutes to the athletic stadium at York University; 52 minutes to the water polo in Markham and the badminton centre—that's the field house; and 45 minutes to the aquatic centre at the University of Toronto campus in Scarborough—these are peak times and peak hours. It's my understanding that there have been a couple of versions of a transportation plan that have been provided—to whom, I don't know, and maybe you can enlighten me on that. Certainly, we know that a transportation plan is overdue.

Having said that, and knowing that it's something that PASO themselves are very concerned about, can you tell us where you're at with it and what you know? Are you aware that there are at least two versions of a transportation plan? Is there one that is forthcoming, knowing that there was one that was due at the end of the year, a final one?

**Mr. Tim Casey:** Thank you. Obviously, transportation is a key activity within any type of games like this, and it's a very significant priority for the province as well.

I think it might be useful—just a little bit of context there. Transportation, like security, is dependent upon the information that comes out of Toronto 2015, the organizing committee. You need to know where the venues are going to be, how they will operate, how many people are going to be in them—spectators, athletes, all those types of things—and you need to know when and how you're going to be moving athletes.

Again, like I said, with security, it's an iterative process; it's an evolutionary process. The more information you get, the more that you can start to lock down these things. When you've got the venues locked down and the celebrations locked down, it helps you with all the rest of it.

Unlike with security—when they're looking at a celebration here and a venue here and you want to lock those down—with transportation, not only do you have to lock those two down, but if you're running your people through the celebration, if that's where they're going to be closing roads because of that, that has an impact.

When PASO talked about their concerns and such—obviously, they were here at that point in time and they were looking at the venues and such. They also got a chance to see what our traffic was like.

I don't know the document that you were reading from, but there has been a lot of planning, since around 2011, going on with regard to transportation. This has not just been done by transportation in isolation. It's transportation with all of its partners—its municipal partners, for instance—that are actively involved in this. There are a variety of committees that meet on this all the time and work this information out. The transit providers are in there as well. The TTC has been extremely active, GO has been extremely active, and so on.

The reason you're not seeing people dumping plans out all of the time is because venues have been changing; they haven't been locked down yet. Plans have changed around those venues. The schedules have changed. What you put out at one point in time could change dramatically. If you looked at a plan of this time last year, it has changed quite a bit from the plan that would have been seen in the fall, and that has changed to the plans you'll see today.

If it would help, I can talk to the Ministry of Transportation and see if we can get a plan for you, but it has to be with the realization that there are still things changing, and some of that will change.

The ministry has been using a consultant that did the primary transportation planning in London. For those who weren't aware, London was fearing the worst, and it turns out that it actually worked out pretty good. There were a few hiccups right at the beginning of the games. They solved those, and people don't remember the transportation.

We have a lot of moving parts, a large geographic footprint, and already congested roads. To speak to the points that you were talking about there, about the travel times at peak times, the idea of your traffic management plan or your strategic framework that's going to be dealing with these things is that you're going to look at the routes that the athletes need to take.

When we talk about the athletes travelling, one of the key things is reliable travel times. For a high-performance athlete who gets there, who has to get ready for their sport and psychologically be set to go and get there in time so he doesn't miss the sport, you can't say, "Well, it's generally 30 minutes, but it could be an hour and a half if we back up traffic." They've got to know they can get there. So you're looking at the routes you can take and how you get them from point A to point B to make sure they get there in time. That's the games route network, and that also takes into account if you're dealing with any transit in there as well.

You're looking at high-occupancy-vehicle priority lanes that could be used for moving not only athletes, but also HOV lanes that we're quite familiar with today. So you have that as a possibility that comes in there.

And then you look at how you might optimize your network. Take something like limiting construction on your games route network. I think if you look at any summertime here in the Toronto area, at least, just taking construction off those main roads would speed up traffic to start with, but they also look at rapid incident



response, as I talked about earlier. They're looking at providing a lot better information to users for what they might do on transportation options.

Then you're looking at how to shift demand. You're dealing with employers and people about maybe changing the time you go into work, maybe not travelling always at peak times. You're looking at moving people into transit, which is one of the objectives, obviously, for the province at the best of times, to get cars off the road.

We're dealing with municipalities on things like night-time deliveries. They're very interested in it. In many cases they are looking at this and saying, "Can we model this? Is there a way?" That's always been a question, as to whether they want to do that or not. Now they're interested in looking at that. That takes a lot of vehicles off the road. You might not then see the delivery truck parked in a no-stopping lane on one of these main roads.

Then you're looking at giving people alternate routes and maybe biking and things like that.

All of this comes into this plan, all dependent upon what the state of planning is for the organizing committee about every one of those venues, every one of those celebration sites and all the sports that are going into those.

Essentially, that's what it is at this point in time. But like I said, if it would be helpful, I can talk to the ministry and see about pulling the plan as to what it is today.

**Mr. Rod Jackson:** I would—

**The Chair (Mr. Grant Crack):** Thank you very much. The 10 minutes are up. I appreciate that. We'll go to the third party. Mr. Miller?

**Mr. Paul Miller:** Thank you. I listened intently to what you had to say, Tim, about security and the ever-changing requirements for security, whether it be building design, whether it be monitoring accessibility by disruptive individuals who might want to do damage. Transportation to and from the venues: very important.

I'm a little surprised by your comment that you can't be prepared for any possible crisis. You certainly can have contingency plans for any possible crisis.

Your comments about London not being prepared: London was on high alert, obviously, because of the accessibility of Europe and their diversification in England, and they were very concerned about security. They brought in the army because the security firm was not able to handle a crisis when it came to terrorists. That was their biggest concern: They were not trained; they didn't have the ability to be a nice wall between the visitors and the security. That's what happened in London, and they certainly underestimated the cost.

But, saying that, I'm quite surprised that the parliamentary assistant said that we're naive about what could be and could not be. I'm a little older than the assistant and I've been around a while. I remember Expo 67, I remember the Montreal Olympics, I remember the Vancouver Olympics, the Calgary Olympics and the World's Fair in Vancouver. These are a lot bigger than Pan Am. It was huge. I remember going to Expo 67, and they had some problems. The FLQ were around and there were

things going on at the time. They were concerned about the Mounties and all that.

What I'm trying to say is that our forces, whether they be municipal, provincial, the Mounties or CSIS, should have the ability to handle any possible crisis. They should have—from their experience from all those huge venues that have operated in Canada, and not so long ago, they would be able to handle that. Certainly things change as you go along, but we're talking here about—and I don't buy this. It was \$206 million; now it's jumped up, I guess, with the announcement today, to \$233 million—

*Interjection.*

**Mr. Paul Miller:** Two thirty-nine? That's a 34% increase just now, and we're not done yet. We haven't signed the contracts. I don't know who's throwing the figures around or who's got the numbers, but we haven't even signed the contract and we've already gone up 34%, so I'm assuming—I may be naive, but I'm assuming that before we're done, we're probably looking at about a 50% to 60% increase from that original \$206 million.

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I was once told the five Ps, "prior planning prevents poor performance," and I don't think this government is planning very well. To sit here and listen to all this, "Oh, everything's great. Everything's hunky-dory. We're on target with everything"—I don't buy it, and I don't buy that there aren't going to be any overruns. I'm certainly going to be monitoring the situation as we go along; no disrespect to you or your ministry, but I've heard these things before, about Expo 67 and all these things, where everything was on budget.

I do believe the people of Quebec spent 23 years paying off—Mayor Drapeau in Montreal—23 years paying off the debts from the Olympics, and the "Big O," if I remember correctly, which was built by a lot of non-union people, actually caved in a few years ago. Chunks of it came down, some of it during an Expo baseball game.

So I've heard this trip before, that everything is hunky-dory. I'll be vigilant, and I'll be watching, and I can assure you—and I'll say it right here—that your \$233 million is going to be a lot more, for security, and some people in these government-run things have a tendency to milk the public and milk the government and escalate the cost; and when you get down to the time when it's ready to go—"Oh, sorry; we need another \$10 million for this; we need another \$15 million." That's what happened in London, England, just recently, and trust me, it's going to happen here, unless we get a handle on your procurement and get some tougher—because a lot of times when companies fold, they can't follow through on what they're supposed to do; they fall down, go bankrupt, and who gets stuck with it? The taxpayer. Because what are you going to do—sue them? You can't get blood out of a stone.

I just wanted to make that statement, because I've seen this, and I'm sure you've seen some of it. I'm very concerned that you've gone up 25% to 30% already, and



you told me, “Oh, it’s okay. We can go 12 months before”—like England did. They weren’t prepared, and made a mess of the security. The G8 summit was a mess. The Olympics in Vancouver were a bit of a mess for security. So, if you’ve gone up 35% or 40%, would you sit here and tell me that everything is okay on the security budget?

**Mr. Tim Casey:** Well, to start off, for the record, I would like to make a clarification here. You attributed that I had said that we can’t plan for emergencies. I said just the opposite: We are planning for emergencies. We are doing extensive planning for emergencies.

**Mr. Paul Miller:** But the costs are going up too?

**Mr. Tim Casey:** Costs go up, but costs going up or not going up doesn’t stop us from planning for emergencies.

**Mr. Paul Miller:** Can I ask you a question, Tim? If you’re going to plan and you’re going to set a budget at, let’s say, \$206 million, contingency plans flow into any budget, possibly a 5% to 7% overrun. That’s the norm; maybe 10%—possible. Maybe you didn’t plan it right or we didn’t get the numbers right, or there were some unknown things that happened during the procurement program or the tendering out, or the companies run into financial difficulty when they’re building the venues. But to tell me that you haven’t even signed—sorry; the Ministry of Public Safety hasn’t signed a deal yet. How did it go up from \$206 million to \$239 million? No one has signed a contract yet.

That’s a 25% to 30% raise, without a contract, and once the contract is signed, how much more is it going to go up? I want to know, because certainly if you budgeted at \$206 million for security and you end up at \$330 million, that’s a kick in the head to the public, financially.

You can’t predict and I can’t predict where we’re going to end up, but I can predict one thing: It’s not going to be anywhere near 10%; it’s going to be more like 50%.

**Mr. Tim Casey:** The second thing I would like to clarify—I did not say that London was not prepared. I said that London had problems with their private security. London did—and this is a personal opinion—an excellent job with regard to their security, because if you look at the incidents they had during the Olympics, you don’t really see much at all that came out of that. Personal opinion only: From the standpoint of that, I would not say that London was not prepared. They’ve done an excellent job. They had problems with their private security, and that was then addressed through the use of the military.

**Mr. Paul Miller:** I know someone who’s in the army over there, and they said the cost to the public was astronomical, bringing in the army, because they’ve got to pay the army. They’ve got to feed them. It was astronomical, how London ended up, because private security couldn’t handle it. It cost the taxpayers, who pay for the army, a heck of a lot of dough on top of the initial costs.

**Mr. Tim Casey:** Okay. Then the third comment you made was that the various police forces—provincial,

municipal, federal—should have the ability to handle any crisis. That is our position as well, and we see nothing that would go against that. Everything we have seen in all of this planning—the RCMP has been involved as well in some elements of it. We have every confidence that the security forces can handle any crisis. They are doing this planning, they’re doing peer reviews, and they’re looking at it. They’re doing it jointly with a lot of police services, with individuals who have a huge amount of experience at policing and at events. So we have every confidence that this will come through. If—

**Mr. Paul Miller:** So what happened at G8?

**Mr. Tim Casey:** I was not responsible for the G8.

**Mr. Paul Miller:** Oh, I’m not blaming you. You’re detailing—

**Mr. Tim Casey:** I’m sorry. You would have to pass that question on to the police—

**Mr. Paul Miller:** With all this expertise that you’re saying—something went wrong. A breakdown in communication or something?

**Mr. Tim Casey:** Again, I have to stress what I talked about at the beginning, which was that this is a community sporting event, and we have a lot of those that we do every year, year after year. To my knowledge, we don’t do too many G8s or G20s. Consequently, if you look at the skill base of our security forces here in the province, we have every reason to believe they are as excellent as they appear to be.

Beyond that, I wasn’t sure that there was a question that you have that I could answer. I think it—

**Mr. Paul Miller:** Yeah, there was one.

**The Chair (Mr. Grant Crack):** Thank you very much. Time is up. Really appreciate it. We’ll move on to the government: Ms. Damerla.

**Ms. Dipika Damerla:** Mr. Casey, I just wanted to thank you so much for your time. There will be no more questions from the government side.

Chair, before we adjourn, I did have some other business that I wanted to bring up, so just a heads-up. That’s all.

**The Chair (Mr. Grant Crack):** Thank you very much. I guess that ends the delegation this afternoon. I would like to thank you very much, Mr. Casey, for taking the time and answering the questions—appreciate your comments as well. Keep up the good work.

**Mr. Tim Casey:** Thank you.

**The Chair (Mr. Grant Crack):** Now I will entertain comments from Ms. Damerla and from the government side.

**Ms. Dipika Damerla:** Thank you, Chair. As we all know, two weeks ago, this committee had agreed and passed a motion that Bill 11 would be heard on Wednesdays. Since then, I know we have tried, Chair, but we haven’t been able to meet for a subcommittee meeting. So I’m hoping that we can discuss right now—because we do have the time, and everybody is over here—a plan for how we can move Bill 11 forward. We already have a motion that says it will be heard on Wednesdays. We have a proposal as to one way of proceeding on Bill 11,



and I can outline that now. We were thinking maybe one day of public hearings—

**The Chair (Mr. Grant Crack):** Are you prepared to put a motion forward?

**Ms. Dipika Damerla:** I could, or—

**The Chair (Mr. Grant Crack):** Or are you just having some discussion?

**Ms. Dipika Damerla:** Did we just want to discuss this first?

**Mr. Paul Miller:** Mr. Chair, before the motion is dealt with, we'd like a 20-minute break.

**Mr. Bob Delaney:** You can have that before the vote.

**Mr. Paul Miller:** Yes, that's what I want; before the vote.

**Mr. Bob Delaney:** There won't be a vote before you're ready, but she is allowed to present the motion.

**Mr. Paul Miller:** Absolutely.

**Mr. Bob Delaney:** Before you ask for a break.

**Mr. Paul Miller:** There will be no vote.

**Mr. Bob Delaney:** That's entirely your privilege.

**Mr. Paul Miller:** Thank you, Bob.

**The Chair (Mr. Grant Crack):** We're entertaining some discussion now. I'm not sure if you would like to put a motion forward.

**Ms. Dipika Damerla:** I could.

**The Chair (Mr. Grant Crack):** If you do that—okay.

**Ms. Dipika Damerla:** I'm going to put a motion forward that Bill 11 be heard, not this coming Wednesday, but the first Wednesday after the break—I don't know what that date would be—and that we have one day of public hearings and two days of clause-by-clause. This would start a week after constit week. That would be, actually, Wednesday, March 19, 2014.

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**The Chair (Mr. Grant Crack):** Okay. Would there be any direction in the motion or amendments to provide some direction to the Clerk as to advertising?

**Ms. Dipika Damerla:** I'm happy to discuss that now, or once the motion is passed.

**The Chair (Mr. Grant Crack):** Do we want to entertain it at a subcommittee meeting later this week, or do we—

**Ms. Dipika Damerla:** We could, but we have half an hour now, so I'm thinking—because we tried to have a subcommittee meeting last week and we couldn't work it out. My concern is, if you don't have a subcommittee meeting on Wednesday, for instance, then we go into March break and then, when we're back, we're no further ahead. So if you can, I'd like to get it worked on today.

**The Chair (Mr. Grant Crack):** Okay. So just for clarification purposes—Ms. Scott, very shortly. The first Wednesday after March break: so we're looking at March 19, one day of public hearings, followed by two days of clause-by-clause, which would be the following two Wednesdays. Correct? Is that what you're proposing?

**Ms. Dipika Damerla:** Yes.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. Ms. Scott?

**Ms. Laurie Scott:** I just want to ask the question. I know there was a committee that was doing a report. I

think all parties—the critics who were following that, because we weren't here, discussed that there's no sense in having the committee meetings on Bill 11 until that report is in. So the inquiry was, what stage is the report at? Because I know that Frank Klees from our party consulted with France and consulted with—I'll get it in a second. The medical officer of health you have—

**Ms. Dipika Damerla:** Oh, Helena Jaczek.

**Ms. Laurie Scott:** Helena. I'm sorry.

**Ms. Dipika Damerla:** This is the Ornge report you're talking about?

**Ms. Laurie Scott:** Right.

**Ms. Dipika Damerla:** Okay.

**Ms. Laurie Scott:** Yes. So we're waiting for their report to be done, I think, before it would really be appropriate to bring Bill 11 back. That's why I was just wondering—those aren't the reasons maybe why the subcommittee didn't meet. But once I heard—because I wasn't in the last committee meetings when they had it—then I brought it up to our respective critics. That was kind of the word that I had: that they didn't have—it would be futile to do it before the Ornge report was back.

**The Chair (Mr. Grant Crack):** Just for clarification, which report are we looking for?

**Ms. Laurie Scott:** Is it called the Ornge report? Again, I'm not even—

**Ms. Dipika Damerla:** The air ambulance something.

**Ms. Laurie Scott:** Air ambulance. I'm not exactly sure of the wording, but it's—

*Interjection.*

**Ms. Laurie Scott:** Yes. It's in another committee.

**Ms. Dipika Damerla:** Chair, could we just have a five-minute recess on the issue so that we can get back to—

**The Chair (Mr. Grant Crack):** Mr. Miller?

**Mr. Paul Miller:** No. Mr. Chairman, I'm not prepared to vote on this today. I'm not on this committee. I'm filling in for the Pan Am. I don't have the background or the information available to me to pass something that they're bringing forward that I haven't got all the details on. I'm not prepared to vote on it today or support it.

**Ms. Dipika Damerla:** Chair, if I could just say, the motion has already been—I mean, the motion to go forward with hearings on Bill 11 has already been passed by this committee, so all we're asking is a way forward. I'm not sure why that is problematic.

**The Chair (Mr. Grant Crack):** Due to the special circumstances, would it be appropriate if we were to call a subcommittee meeting for Wednesday to finalize some of the details, to ensure that everybody's needs are being met here?

**Mr. Paul Miller:** I'm okay with that.

**Ms. Laurie Scott:** I'm okay with that. I think we have to find out what stage the report is at, because when I did speak to the respective critics, when I got caught up—I was off sick for a couple of days—it was that that report was not back. So I'm fine to defer to a subcommittee. I think that's appropriate, and then we can ask our respective leaders on that committee at what stage they're at.

**Ms. Dipika Damerla:** Okay.

**The Chair (Mr. Grant Crack):** Okay. So we will call a subcommittee meeting, scheduled for Wednesday at 4—what time is it at?

*Interjection.*

**The Chair (Mr. Grant Crack):** The regular meeting time is 4 o'clock on Wednesdays. So is it fair enough that we do that at that time?

**Ms. Dipika Damerla:** Yes, that's fine.

**Ms. Laurie Scott:** Yes. I think I'll probably ask Frank Klees, our lead, to sub in on that because, again, I don't have the background to comment. But that's where it was

when I did catch up: that they hadn't gotten the report done, so there wasn't any sense of having Bill 11 come forward to committee till that was done. Thank you.

**The Chair (Mr. Grant Crack):** So it is confirmed. There will be a subcommittee meeting on Wednesday at 4 p.m. to discuss how we move forward on Bill 11. Fair enough? There's consensus.

Thank you very much. That's the end of the business. This meeting is adjourned.

*The committee adjourned at 1735.*



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# Legislative Assembly of Ontario

Second Session, 40<sup>th</sup> Parliament

# Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

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STANDING COMMITTEE ON  
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AFFAIRES GOUVERNEMENTALES

Monday 17 March 2014

Lundi 17 mars 2014

*The committee met at 1410 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEWPAN/PARAPAN AMERICAN GAMES  
SECRETARIAT

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order, and I'd like to welcome members from all three caucuses and staff, the clerk's office, Hansard, and legislative research as well. It gives me great pleasure, again, to welcome everyone. We're here to continue with witnesses, delegations, regarding the Pan/Parapan American Games and the Pan/Parapan American Games Secretariat.

I'll just give you a little explanation. We have two presenters this afternoon, both of whom will commence with a five-minute opening statement followed by a 25-minute round of questioning by each party and then a subsequent 10-minute round of questioning.

Following that, there is one other piece of business this committee has to discuss.

So I would like to welcome Mr. Saäd Rafi. He is the chief executive officer of the Pan Am/Parapan Am Games. Welcome, sir. The floor is yours for five minutes.

**Mr. Saäd Rafi:** Thank you, Mr. Chairman, and committee members. I believe there is a copy of my remarks. If they haven't been distributed, they are available.

As has been mentioned, my name is Saäd Rafi. I'm the CEO of the Toronto 2015 Pan Am/Parapan Am Games Organizing Committee, or TO2015 for short. I've been in this position since January 6 of this year—approximately 10 weeks. I'll do my best to answer the committee's questions and clarify issues to the best of my knowledge, based on the time that I've been in this role.

I joined Toronto 2015 because I strongly believe in the fundamental premise for why jurisdictions bid on games: that sport is a positive force in society. Like music, it's a shared language. Sport brings us together, keeps us healthy, and teaches us teamwork and perseverance. I think these are all values we want to foster in our young people.

Games bring real benefits and legacies to the communities where they are held. All three levels of government believed that as well when they agreed to pursue the bid for the Pan Am/Parapan Am Games.

We haven't had anything like this in Ontario since 1930, more than eight decades ago, when Hamilton founded what would become the Commonwealth Games. The potential for these games is enormous. Quite simply, we are region building. Sixteen municipalities are hosting sport competitions or training for the "people's games." But the economic, social and sport legacies from these games will have a much greater reach.

For example, sport tourism is a \$3.6-billion industry in Canada, and it's only growing. These games will enable Ontario to grab an even larger slice of that pie because of the new and upgraded world-class venues we're creating for the games and the legacy of passionate volunteers we'll be recruiting.

Ontario's athletes will be able to stay here and train. That is a huge change. For the first time in decades, our track cycling team will be able to train at home in Milton; our wheelchair basketball team is making the new facility at U of T Scarborough their permanent home, and so on.

These games are already having an impact on our athletes, but seeing is believing. I'd like to invite the members of the committee to come and spend some time with the athletes who will be competing here in 2015 on home soil. They are beyond thrilled by the support they're receiving, whether it's the new infrastructure we're building or the chance to promote parasport.

In closing, these games will be a celebration of sport and culture that embraces and reflects the diversity and cultures of Toronto and the greater Golden Horseshoe region. They are the largest international multi-sport event ever held in Canada.

I welcome your questions. Thank you. Merci. Gracias.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Rafi. We will begin questioning with the third party, the NDP: Mr. Miller.

**Mr. Paul Miller:** Good afternoon, Mr. Rafi, and congratulations on your appointment. I hope you lead us to the promised land.

I'll start off by asking a few questions. Some of them have probably just a slight, quick answer. Does TO2015 have a current staff who are part of the initial bid process still?

**Mr. Saäd Rafi:** There might be a few, yes.

**Mr. Paul Miller:** There might be a few.

**Mr. Saäd Rafi:** Yes. I think there are two or three staff that would have been part of the bid process who are now on our staff.



**Mr. Paul Miller:** Could you get those names for us, please?

Could you explain the knowledge transfer process from the bid committee to TO2015? I'll repeat that. Can you explain the knowledge transfer process from the bid committee to TO2015?

**Mr. Saād Rafi:** I'm afraid I can't. I don't have the continuity between the bid being approved and the organization being struck. I do understand that there may have been some conversations. Many of the individuals who would have been involved in the bid might have been athlete representatives, and one of those I'm thinking of has joined our team. Some of those would also be individuals who are involved in sport in places like Canadian Sport Institute Ontario and the sport association of Ontario. That feedback and that interaction would have definitely taken place.

**Mr. Paul Miller:** Would there be any documentation on that?

**Mr. Saād Rafi:** I don't know—

**Mr. Paul Miller:** If you could try to find that, that would be good: some interaction between the new members of the committee and the old, and how they dealt with some of the problems that we may foresee.

**Mr. Saād Rafi:** I'd just add that there would be board members—

**Mr. Paul Miller:** That's fine. I'm sure that's public information.

**Mr. Saād Rafi:** Oh, sure. We'll find it for you; yes.

**Mr. Paul Miller:** If there is little or no overlap in staff and expertise, how can the people of Ontario and TO2015 be certain that the estimates are accurate and current estimates follow similar assumptions about cost? The reason I mention "assumption" is because—you've recently certainly followed the papers with the doubling of the security. We are still down to, I believe, two firms that are in the final running, the shortlist. Of course, as you're aware, one firm was operating at the summit with no licence in Ontario. They've been charged, and they were fined over \$60,000. They were also involved in the Vancouver Olympics, and there were problems there too. What's the status of that situation?

**Mr. Saād Rafi:** Of that firm specifically?

**Mr. Paul Miller:** Yes, exactly.

**Mr. Saād Rafi:** I'm not involved in the procurement, so I don't know who—

**Mr. Paul Miller:** It certainly plays an important role in the bid, in the cost.

**Mr. Saād Rafi:** Oh, for sure it does. Yes.

**Mr. Paul Miller:** And you have no interaction with the procurement at all?

**Mr. Saād Rafi:** I'm not involved in the selection process, but we're definitely interacting with the integrated security unit at all levels. The procurement as to who they choose is the security unit's purview, and we will work with the providers that they have signed up through contractual obligation through a competitive process.

**Mr. Paul Miller:** My concern, I think I'll reiterate for you, is the doubling from the projection, which was two

years ago, to \$239 million. We're not done yet, and I'm assuming it's going to be even higher. I can't put a final number on it because I can't even get the original numbers. I'm assuming that you will have some kind of reaction to that and some background information that you would like to share with us as to why it doubled. Who's setting these perimeters? Is this another assumption, that it has doubled? I have no facts on what that would involve—the manpower, the equipment required, the barriers. There has been no breakdown given; it's all talk. But I'm very concerned when talk goes from \$113 million to \$239 million and we still haven't signed a person—with 16 months to go, we still don't have a security firm in place.

I certainly don't want the horror stories that happened in London, where they had to call in the army. It cost the taxpayers three times as much for that, by the way, I might add. They said, "Everything ran smoothly." Well, it's my information that in London, from people who have been talking to me, that they shut down the whole centre of the city—transportation—to deal with this, and it was an extreme loss of revenue for a lot of businesses in downtown London, obviously, because they rely heavily on tourism.

Can you answer those kinds of questions?

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**Mr. Saād Rafi:** As I said, I can't answer on procurement selection, but I can tell you that we've been working with the integrated security unit, looking at every venue that we have. The venues have changed. The number of sports has increased since the bid. So what we've done is, we started with the bid book and took a look at what obligations that bid book put on us as an organizing committee. In some cases, you have to make some calls that we are able to make, meaning that we can't provide X level of service; we'll have to provide something that's different, and in some cases we'll provide better service. But in other cases, the requirements are from federations and rights holders for the Pan American/Parapan American Games. They're not ours to change or to defer.

So all of that goes into a venue-by-venue, sport-by-sport assessment, estimate and calculation that is continually evolving and continuing to take on those details to try to then get approvals.

Just one last thing, for example: the sports schedule. We're about 85% there. That will be confirmed this summer when we issue the call-out for tickets, but again, the international sports federations and continental sports federations still have a say on the type of—

**Mr. Paul Miller:** Okay. I'm a firm believer in the five Ps: Prior planning prevents poor performance. Why I say that is, if it had been up to me or anyone I was involved with—some of the venues that you have selected throughout southern Ontario and that are excellent venues certainly provide a lot of infrastructure and jobs and financial benefits to their communities. However, by you putting the Olympic village, or whatever you want to call it—the Pan Am village—where you did, in Missis-



sauga, it did absolutely nothing for housing in areas hard hit, like Welland and Hamilton and all the other areas.

You're worried about transportation costs. Well, common sense would tell me that I would have put some of that housing—for example, all the soccer matches will be in Hamilton, at that stadium. So why would we be bringing athletes from Toronto to Hamilton every day or every second day for practice or whatever they have to do? That's horrible organizational skill. It's not good. Welland could have used some public housing. Hamilton could have used some public housing. Toronto benefits totally from the after-use of the village.

You could have had several villages at the same price, and probably cheaper, because they would have been built in areas that are not high-end, like the lakeshore in Toronto. In Hamilton, Welland, these smaller areas, you could have done it a lot cheaper. It would have been more efficient. There would have been less transportation cost. And this horror story about closing the lanes is going to be a real nightmare for 28 days—very poor planning. What's your answer to that?

**Mr. Saäd Rafi:** I would offer a couple of things. Many of the competition venues are in the city of Toronto. Secondly, we'll have three to four other satellite accommodation villages, one in the St. Catharines area—

**Mr. Paul Miller:** It's the first I've heard about it.

**Mr. Saäd Rafi:** We haven't announced them yet.

**Mr. Paul Miller:** You stole another idea off me?

**Mr. Saäd Rafi:** I'm happy to give you credit for that.

We'll have one, of course, in the Minden area, for that kayak competition; one in the Innisfil area, because we have Mono, Oro-Medonte and Innisfil; and I'm forgetting—there's perhaps one other.

**Mr. Paul Miller:** Hamilton is a huge venue for soccer, and you're going to have a very huge influx of people. Of course, our hotels will certainly benefit—I don't even know if we have enough, but certainly in the area, in the Golden Horseshoe, we do.

I think the residents—we have a very hard-hit area in Hamilton, which I represent. Twenty per cent of the people in my riding live below the poverty level. I hope that some of them will be able to go to the games with affordable tickets. But I wanted to see more infrastructure in the way of after-use of serviceable, manageable housing for the people who are suffering, because we're down maybe 50,000 or 60,000 units in Ontario for those types of situations, affordable housing. I don't think I see anything there for Hamilton.

**Mr. Saäd Rafi:** Not in the way of a permanent accommodation facility. However, I would say that we are talking to the international soccer federation, as well as—I don't know what the acronym means, but CONCACAF. You probably know the organization. Some of the teams will consider whether they may stay in Hamilton. We may have the opportunity for them to stay there for the day, have some quiet time—so that means hotel space—before their training and/or competition. We're working with those countries, the national Olympic committees and their sports federations, as well

as the international federation, to give them all the options that they can manage to pay for and/or that they prefer to have.

The second thing, if I could just add: We're hoping that 75%—and we're trying to get to that level—of our tickets will be under \$45.

**Mr. Paul Miller:** Good. It's reasonable.

**Mr. Saäd Rafi:** In the greater Golden Horseshoe market, that's a pretty reasonable price for tickets.

**Mr. Paul Miller:** That's a Tiger-Cats ticket.

**Mr. Saäd Rafi:** Yeah, and that's a good product. We think we'll have a good product and we'll get more uptake.

**Mr. Paul Miller:** In a little bit of a different direction, Mr. Rafi: Your board chair, the Honourable David Peterson, former Liberal Premier, was appointed as lead on the bid. Has he gone through the bid book with you from your predecessor and has he evaluated those figures and where you're at and the analysis during that time and now in today's reality? Have you guys done a comparative analysis report on then and now?

**Mr. Saäd Rafi:** We haven't done a page-by-page turn, but the initial budgeting exercise was based on the bid book. As I mentioned, things change—by the federations and PASO, additional sports were added. So the board, the finance committee, the marketing committee and other committees of the board would have gone through those changes, approved those changes and discussed them. We have representatives from the Canadian Olympic Committee and the Canadian Paralympic Committee on the board.

**Mr. Paul Miller:** Just a quick amendment there: Would that include the increasing security costs—that we could have some dialogue on that and where they're getting these numbers from?

**Mr. Saäd Rafi:** Again, the province has taken responsibility for two areas—I believe that, too, was in the original bid book—and that's transportation and security. We are a resource to the province with respect to understanding venues. For example, we might lay out the Para Pan road cycling or the Pan Am road cycling route. The ISU might look at that and say, "I'd prefer you to make some changes here." That's their very detailed level of interaction. The board would have very much gone back and looked at the bid book and then looked at what we're being asked to take on by PASO and international sports federations, etc. to make some calls on what's appropriate—my understanding is, right down to: What's the level of transportation? What type of buses are we going to procure?

**Mr. Paul Miller:** Okay. Following the G20/G8 protests in 2011, a CBC article stated:

"The Ontario Provincial Police laid a string of charges in March against" Contemporary Security Canada, one of the two remaining bidders on security, "including three counts of offering security services while not licensed" in the province, "two counts of failing to ensure proper uniforms and one charge of hiring an unlicensed guard



for the G20 and G8 summits. Many of its top executives were also charged.”

I guess I’m really concerned that, out of all the firms that are in Canada that I think could have handled it, you’re down to a foreign-owned company who made a mess of Vancouver, made a mess of the G20, and they’re in the final two. What do you say about that? I can’t see how they’re even in the running, but they’re there.

**Mr. Saād Rafi:** Mr. Miller, I can’t speak to that—

**Mr. Paul Miller:** I know it’s procurement again, but certainly you’ve got to work hand-in-hand with the procurement people if you’re running the whole show. You’re chair of the board.

**Mr. Saād Rafi:** Yes, that’s right. We are responsible for in-venue and venue-to-venue transportation and, of course, security. At some point, our conversations are with the integrated security unit that says, “Where do they stop and where do we pick up?” For example, in-venue: Are we going to have the venue manager doing the security for us? Will there be a combination of members from the ISU and the venue manager? But as I said, I can’t speak to the past accusations against this company.

**Mr. Paul Miller:** I can help you out with that. Were the security company’s previous serious problems a topic of concern prior to them being awarded an \$81-million Pan/Parapan security contract, particularly when this company will now be directed by the same OPP that charged them? Curious. Can you explain that?

**Mr. Saād Rafi:** As I said, I can’t. It’s not my area.

**Mr. Paul Miller:** I’d like some answers on that. You being the head of TO2015, I’d like some answers, because it’s very concerning to me that the OPP would not have made a bigger complaint or bigger show about this company that they had already charged previously and we’re using the same guys again.

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What I’m saying is: I don’t want a repeat of Vancouver—some of the riots—I don’t want a repeat of what happened at the G20, and here you’ve got the same players, who are American-owned and have a front office in Vancouver, handling a major Ontario project like this. It’s very concerning and very unexplainable, in my humble opinion. I really think we need answers on this, anyway.

How much time have I got left, Mr. Chair?

**The Chair (Mr. Grant Crack):** You have nine minutes and 16 seconds.

**Mr. Paul Miller:** Five minutes and—

**The Chair (Mr. Grant Crack):** No, nine minutes.

**Mr. Paul Miller:** Nine minutes. Okay.

Mr. Rafi, what assurances do Ontarians have that this time around the company will ensure proper licensing and properly trained security guards working, hopefully, hand in hand with the RCMP, CSIS and the OPP? Because I’ve heard nothing about the Mounties or CSIS, and I’m sure they’ll be playing a role in this and I’m sure that’s going to cost the taxpayers money.

You’re talking about the doubling of the costs to \$239 million from the original bid. That’s where it’s at, because you said there are other venues and more sports that you weren’t expecting—whatever. I didn’t get a breakdown on that. I want to know what role the Mounties and CSIS will be playing in this, because they get paid by the taxpayers, too. How much of their involvement is not in the \$239 million that the procurement people have said?

The procurement people, with all due respect to you, have to work with you. If the left hand doesn’t know what the right hand is doing and what the costs are, it could make a big, big mess. So, I think someone—I don’t know whether it comes from the ministry or from you or from your board or from the OPP or from whomever—they’ve got to get their act together, as in rowing with the same oars in the same boat, because I don’t see a lot of that right now. What do you have to say about that?

**Mr. Saād Rafi:** Well, I would say—I hope I got the alliteration right—prior planning prevents poor performance, is what you said. I quite like that.

**Mr. Paul Miller:** You like that? You can use that. No charge.

**Mr. Saād Rafi:** Thank you. I will. I like it very much, because I would say to you that that’s exactly what we’re doing. We are working hand in glove with the integrated security unit, which includes the RCMP.

**Mr. Paul Miller:** And CSIS.

**Mr. Saād Rafi:** I believe the RCMP would work with CSIS, but I do know that the RCMP is definitely at the table.

I have confidence in the OPP and their ability to organize themselves with the RCMP and, I think, eight other municipal forces to work with us. They continue to plan with us at a venue-by-venue level to do their utmost to have highly safe games.

**Mr. Paul Miller:** With all due respect, I hear what you’re saying, but for me, if the OPP charged this company with whatever offences they did—I think it ran into \$60,000 in fines—they may work fine with the Mounties and CSIS in coordination of their duties protecting the public, but I’m a little concerned about why they wouldn’t have brought forward more concerns about this company’s performance, the charges and all the things they’ve done in the past.

Are they doing due diligence? I don’t think so. Are they bringing these concerns forward to the public to analyze and decipher and feel comfortable with? I don’t think so. I think we need answers on that, and I think that you as the chair, with all due respect, should be following up to make sure we don’t have a repeat of what happened at the G20 and G8 summits. A lot of people are concerned about this, especially with their record. I’m very concerned.

I guess my question, following along those lines of thought—I know it’s not procurement, but you certainly should be working with them—is: Why was this contract awarded to a subsidiary of a US-based company rather than a wholly owned and operated Ontario-based com-



pany, one that knows our province, knows our people, knows our streets, our culture, our laws? These guys aren't familiar with that. They'd have to go to school for a couple of years, I think, because the laws in the States are—what is it? You're guilty until proven innocent there, and here you're innocent until proven guilty. So I have a problem with that. I think this is being over-looked. It's being shuffled aside like, "We'll handle it. We'll handle it." No, I don't think they're doing a very good job—the committee or the ministry—on this, and the OPP have got to look into this a lot heavier than they are. Just to accept that is not good.

In the terms of the security contract, we know that the province is on the hook for purchasing new equipment for the private security firm. They got an \$81-million contract and, additionally, we're buying stuff to let them do their job. What are they doing with the \$81 million that they're getting and who will retain ownership of this equipment after the games? Is it going to be loaded up on trucks and go with the security company to their next gig?

**Mr. Saäd Rafi:** As I said, I think you'll have to talk to the Ministry of Community Safety and the OPP about that.

**Mr. Paul Miller:** But why would I have to? Isn't that your job?

**Mr. Saäd Rafi:** No, actually it's not. The province has said it's taking on that responsibility—

**Mr. Paul Miller:** So we have a huge undertaking of a Pan Am/Parapan Games. You're head of 2015. You've got the OPP. You've got the ministry. You've got all these other people, all trying to drive that car down that road to the same exit to get the same results, yet I have people—all due respect to you—in very high positions telling me from different sectors, "That's not my job; that's their job. They should be taking care of that." That's nonsense. You all are responsible for a successful games. You all have to work together in unison. You can't say, "That's not my job," and—

**Mr. Saäd Rafi:** I don't want to leave you with the impression that we're not working in unison and working together. We are doing that. There are some specific questions that I am not purview to, nor do I feel that I can answer effectively to. That's all I'm trying to say.

**Mr. Paul Miller:** None of these questions are top-secret.

**Mr. Saäd Rafi:** I didn't suggest they were. As far as equipment goes, there is some equipment, such as scanning equipment, that will be rented, and of course you're not going to continue using that equipment—

**Mr. Paul Miller:** The company doesn't pay for it; we do.

**Mr. Saäd Rafi:** Yes, that's part of the security budget and the security spend.

**Mr. Paul Miller:** So the \$81 million: What is the \$81 million for?

**Mr. Saäd Rafi:** As I said, I didn't contract with them, sir. I don't know. I think you'd have to—

**Mr. Paul Miller:** Could you find out for us?

**Mr. Saäd Rafi:** I can direct people to respond to the committee in that regard—ask them to respond to the committee, I should say—

**Mr. Paul Miller:** Thank you.

**Mr. Saäd Rafi:** —but it's really up to them to provide those answers. I'm not the contracting—

**Mr. Paul Miller:** Well, they're not providing the answers.

**Mr. Saäd Rafi:** I'm not the contracting party.

**Mr. Paul Miller:** You're part of the big group.

**Mr. Saäd Rafi:** I am, but I'm not the contracting party responsible—

**Mr. Paul Miller:** All right, fine. I guess that was a kind of no-answer, but okay.

Are the costs for the training included in the current security estimate of the cost for security? Is it included—training? Is the cost for that—

**Mr. Saäd Rafi:** I would imagine it is. We have an expectation at the committee that these individuals—the security team has made a decision with respect to what it thinks it needs to have in terms of being supplemented by private security services. Again, I would presume that if there's training needed—

**Mr. Paul Miller:** You don't want to presume. I've seen that before.

**Mr. Saäd Rafi:** Okay, fair enough. Perhaps the wrong term to use; I agree with that. What I'm getting at is, if training is required, it will be provided. We have an expectation that what we contract with and agree to with the ISU, they will deliver.

Again, we have to look to the police forces involved—and I think Ontario's police forces, including the RCMP, are as good as any out there. We will rely on their expertise. We don't have a group of people who are experts in this area.

**Mr. Paul Miller:** Okay. As the former ADM in the Ministry of Community Safety, I would think that you have some expertise in matters related to security. How are you using that to inform and move the security process in a more timely and financially reasonable way? I guess the response I'm concerned about from you was that it's not your position to do that. If I was smart and I was running the show, I'd be tapping into your knowledge, not putting you on the sidelines and making decisions that may be not acceptable to the process. That's a compliment, by the way.

**Mr. Saäd Rafi:** Okay. Thank you.

**Mr. Paul Miller:** Why would you not utilize a person who has that experience? It doesn't make sense to me.

**Mr. Saäd Rafi:** Well, I—

**The Chair (Mr. Grant Crack):** Thirty seconds.

**Mr. Saäd Rafi:** Okay. I'm not saying that we're not working hand in glove. We are working hand in glove. Because I worked at community safety doesn't make me a policing expert. I was in a leadership position there, but I happen to know some of the individuals. I happen to know some of the processes that the police go through and how they would put together the threat risk assessments at various venues. So we will be working with



them to understand, “Why are you putting the level of security in at this level? Why can’t it be drawn back a little bit? Why are we not putting enough security in?”—

**Mr. Paul Miller:** So you will have input.

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**Mr. Saād Rafi:** As I said, we’re working hand in glove. We’re doing prior planning with them to ensure proper performance. So we absolutely are working with them.

**Mr. Paul Miller:** So you could work hand in hand—

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller and Mr. Rafi.

We will turn it over to the government side. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair.

Once again, welcome, Mr. Rafi, and once again, congratulations.

I noticed that a number of questions that were directed earlier on were not directly related to your responsibilities. I just wanted to clarify that anything that is around transportation and security—you can perhaps further clarify how we have divided it up. For instance, transportation and security is more to the Ministry of Transportation, the Ministry of Tourism, Culture and Sport, and the Ministry of Community Safety, while you are really about the operational side of the Pan/Parapan Games. Perhaps you could comment on that.

**Mr. Saād Rafi:** The original expectation—and I believe this goes to what PASO was also informed—is that the province would take responsibility for transportation across the entire footprint of the games: the greater Golden Horseshoe and the greater Toronto area. The transportation responsibilities at or near every specific venue will be jointly undertaken by ourselves and a transportation planning committee, which includes, of course, the Ministry of Transportation, every municipality and Toronto 2015. So the transportation, the shuttles for athletes, the shuttles for games officials and the shuttles for officials themselves are our responsibility. Managing transportation flow and other measures around the region is the Ministry of Transportation as the lead. That doesn’t mean we’re not involved. We are involved at the table with them every step of the way.

On security, it is a similar approach whereby the integrated security unit that has been established takes overall responsibility for security, understanding the threat risk, understanding the level of security that would be applied at other events that currently take place, be they hockey games, football games, what have you, and then understanding: What’s the difference when you have a Pan/Parapan Am type of activity, versus an Olympics versus a Commonwealth, versus a Canada Summer Games? There are differing levels of responsibility and individuals who are present who are internationally protected persons, for example, and that raises security needs.

That’s the overall call of the integrated security unit. However, again, we are working right at the table with them, with the handful of individuals we have who would

then look at, “Okay, what’s going to happen when someone shows up at the Mattamy centre, which is the old Gardens here on Carlton, and who takes responsibility?” Will the security unit take responsibility into the facility, or do they stop at the gate and then we have to have a really sophisticated and appropriate transition process? Who will check bags? That’s the purview of the security unit to decide.

We get a chance to have a conversation with them to, I dare say, challenge their thinking, because with every aspect of decision-making that they make, there’s a cost, and of course, as Mr. Miller has suggested, I would say we are invested in an outcome that is the most effective value-for-money approach with the most secure environment.

So, yes, there are handoffs, yes, it’s complicated, but I feel very confident that we are working hand in glove. There are certain things that the Ministry of Transportation will look after: communications to the public about the game schedule, what are the routes, where’s the best traffic route to take—maybe through Metrolinx and an app. that was suggested. On the security side, working hand in glove to say, “Do you really need to have that level of security at a festival site that doesn’t have a ticket requirement and is open to the public?” We have good debates about that, because we want an experience as well. We don’t want a games that is so buttoned down that you can’t access it; they don’t want a games that is so wide open that there’s a security challenge.

This is a very, very difficult thing to get absolutely right, but we’ve been doing this with them now for several months, and this will continue almost right up to games time, or just before when we go through both our tabletop and rehearsal exercises for security and for transportation. Sorry for the long answer.

**Ms. Dipika Damerla:** No, that’s okay. Thank you so much for clarifying that. My understanding is that a lot of this was discussed at the technical briefing. I know that one of the other issues that was raised was the costs involved in transportation and security. My understanding is that those who attended the technical briefing got a very thorough understanding of the cost breakdown and how it came about. I would recommend that if there were any other questions that anybody had on transportation security, perhaps it would be beneficial to invite the OPP’s deputy commissioner to the committee for these details, rather than direct these questions at you.

You bring a lot of experience to this job. I just wanted to start off by asking—tell me a little bit about your Ministry of Health experience, the size of the ministry and the staff complement that you managed over there.

**Mr. Saād Rafi:** I was at the Ministry of Health and Long-Term Care for almost four years. The budget is approximately \$49 billion. It’s the largest health budget in the country. When I was there, I think the staff complement was 3,600 or 3,700 people. Of course, it covered the gamut of publicly provided health: drugs, hospitals, physician payment, OHIP management, long-term care, home care, and other related aspects that have to do with



the connection between institutional care and home care. But if I might, in addition to that, I was first appointed a deputy minister in February 2003 by then-Premier Eves to the then Ministry of Public Safety and Policing Services. I was then given the opportunity to go to the Ministry of Transportation as the deputy minister. I left government for three years and started a consultancy practice with a big four consulting and auditing firm in the area of infrastructure and project finance. I returned to government in 2008 to the position of Deputy Minister of Energy and Infrastructure. Interestingly enough, four years ago I applied for this position and was on the shortlist. It was at that time that then-Premier McGuinty asked me to go to the Ministry of Health. Here I am, four years later.

**Ms. Dipika Damerla:** So clearly, complexity is nothing new for you. You've managed and have been in senior leadership roles in many, many complex situations.

Is it true that the 2015 games will be the largest and most complex games in Canadian history?

**Mr. Saād Rafi:** They'll certainly be the largest multi-sport games that Canada has put on, by the following measures: number of athletes and officials, number of sports, and number of countries. To give you an indication, I believe there'll be approximately 6,100 Pan Am athletes and approximately 1,600 Parapan athletes. I believe the Winter Olympics in Sochi had 3,500 athletes. I'm not sure how many Paralympians there were.

**Ms. Dipika Damerla:** One of the things that makes these games so interesting and different for me is the legacy piece. From the get-go, we have, as a government, imagined the post-games scenario and learned from the examples of many other jurisdictions that didn't get that right. That's one of the drivers behind the fact that we have venues across Ontario and not just in one place, even though logistics and transportation and security are more complex. The reason we decided to have a distributed model was so that the legacy of all of these various infrastructure projects—stadia and swimming pools and soccer stadiums—is enjoyed by all Ontarians. Could you speak to me a little bit about how important this legacy piece is, because it seems to me that it's something that isn't always appreciated, especially by my opposition members? So perhaps you could talk about how different Ontario is—the leadership we're showing in looking at the legacy even before the games are taking place.

1450

**Mr. Saād Rafi:** Okay, thank you. I think what the winter games have done for Canada, these games have the opportunity to begin to do for summer high-performance athletes but also everyday kids who are learning new sports and taking up new sports. What I mean by that is, the facilities that were built through the Calgary and Vancouver Olympics, combined with the federal government's approach to Own the Podium and investing in high-performance sport and now of course the provincial government is doing the same thing for Quest for Gold for summer athletes, as an example, has

really demonstrated that having those facilities where you can train at home, where you can get advice from organizations like the Canadian Sport Institute network, which is sport institutes around the country, and Ontario has one as well—it helps with training, helps with nutrition. These sports have now gone down to a hundredth of a second to make the difference between gold and silver, and so what they try to do for the athlete—and that's what these legacy facilities do—is give them the training, give them the ability to be their best, so the only thing the athlete worries about on game day or performance day is their performance, because they know that to the left or to the right of them, they're equal in skill level, nutrition, sports medicine, you name it, against their competitors, and now they just have to perform.

The results are speaking for themselves. We don't have these sport legacy facilities in Ontario or Canada. There's not a permanent velodrome; we will have that in Milton. We will have a high-calibre, Olympic-qualifying-level track. We'll have two 50-metre pools and a five-metre dive tank. Right now, I think there's one 50-metre pool in Ontario, and, by technical specifications, it's a few inches shy in terms of the space behind the board to qualify as Pan American calibre, international sports federation calibre activity.

Those are three key legacy venues, but we'll also have a shooting venue, where all three—I think this will be the only location in North America, albeit a club, but there's a 20-year agreement in place where community and sport can have access to the club for training purposes in the Innisfil area, which will have all three shooting disciplines in the same training facility. Right now, those athletes go down to Ohio, and as far as California, to train.

The opportunity here is to give venues for not just high-performance athletes, because the University of Toronto Scarborough pools, which will be the CIBC Pan Am aquatics centre, will welcome the community in to use that facility. The university will use it; it will have a field house, a training facility, and the home of the Canadian Sport Institute Ontario.

The next legacy, if I could address, would be the economic legacy. Yes, jobs, of course—very important—but more than just that. I think Mr. Whitaker was here from Tourism Toronto, and he talked more eloquently than I can about the increase in tourism, the uplift to GDP during the games, but well beyond that is that people understand what kind of a jurisdiction we have, what kind of a community the greater Golden Horseshoe in Toronto really has, and has to offer. So it's both arts, it's culture, it's sport.

I mentioned sport tourism in my remarks. Again, I refer to the track and skeet shooting facility because it's a great example of a small facility that might host three, four, maybe up to five events a year—provincial, national, maybe international—that will bring people from around the world. That will give a tourism opportunity, and maybe increase the infrastructure—according to the mayor and the local councillors, maybe another resort hotel could bear economies of scale to be constructed.



Of course, the other infrastructure investments—I can remember transportation talking about an air-rail link from the airport to downtown, and that goes back to 2003, 2004, 2005, so well before a bid for the games. So that's going to be taking place as a result of that impetus. There's an investment there.

The last is a social legacy. We have 20,000-plus volunteers that we're going to attract. I'm led to understand that that's the highest recruitment of volunteers in Ontario's peacetime history. More importantly, these individuals will be trained, will be ambassadors, not just for sport but for this community, and at every one of these multi-sport events, people remember, typically, one thing, and this is a lasting impression: how they were treated in that jurisdiction. That typically comes from that volunteer who went the extra mile, the extra kilometre, for that individual, to help them find something, to help them get somewhere, or to help them in a time of distress, potentially.

There are also the arts and culture linkages. We're going to be highlighting all manner of art activities that will profile Latin American culture, that will profile Caribbean culture, which will really bring the Pan American countries to life here, because, of course, we have every one of those communities represented in this wonderful area.

There will be an increased focus on accessibility, not only the Parapan Am Games, with all 15 sports being Olympic qualifying events—so you'll see fantastic competitions and athletes—but every one of these facilities will be accessible facilities. They'll be created in a way that we will have volunteers who understand how to better work with individuals who might have accessibility needs. And on and on it goes.

The last thing I would say is that we have a Parapan Am development program that we're required to do by PASO but very happy to do, because some of the countries in the Pan American nations don't have a very highly developed Paralympic or Parapan program, and they're very interested in doing so, so that they can send more than two, three or four athletes to the games in this area of competition. These will be the largest Parapan Am Games ever. Many of you may know that the Paralympic movement started in Canada in 1976, and so we have, I think, a significant obligation to pass along what we're doing.

There are no manuals that the Pan Am Games have provided, unlike the Olympics, where you get a very systematized approach to how to do this. We will have created operating manuals for every single venue, every single sport and every single discipline in that sport. The provincial sport organizations, the national sport organizations, and the next country that will host these games—Lima, Peru—will have this legacy of knowledge and transfer of knowledge. We feel very passionately about making sure we do that. That is not entirely just a requirement, but we feel a responsibility.

**Ms. Dipika Damerla:** Thank you for that answer and for the leadership. You're absolutely right: Just watching

the medals that our Paralympians have brought back, it's certainly very high-profile, and I'm excited that we'll have the largest Pan/Para—what's the correct—

**Mr. Saād Rafi:** Parapan Am.

**Ms. Dipika Damerla:** —Parapan Games this time. Thank you very much for that.

What about some of the partners you've been working with? What has their reaction been? How excited are they about the games and the opportunities?

**Mr. Saād Rafi:** I want to make sure we recognize that federal, provincial and municipal governments first and foremost as our key partners and funders. I think that the support we've received from all 16 municipalities, the federal government and the provincial government has been exemplary.

It's these municipalities that are actually some of the most excited groups that we work with. They have made very difficult decisions at a time when—if you think about this—in the 2009-10-11 time frame, they made decisions to invest in sport facilities for their communities. That was a very tough economic time; it continues to be a tough economic time. They continue to be committed and are actually very strong proponents of what the games will bring, be that Milton, be that Markham, be that Toronto. Not to leave anybody out, but there are 13 others as well, as far afield as Minden, Oro-Medonte, Innisfil, Mono etc.

Of course, we have corporate sponsors who are our partners as well. CIBC is our lead sponsor. They signed up to be the lead sponsor four years ago, which was done through a pretty rigorous process. The Canadian Olympic Committee actually owns the Pan Am Games. The Canadian Paralympic Committee owns the Parapan Am Games. PASO, the Pan American Sports Organization, is the governing body of it. We had to work with the COC, the Canadian Olympic Committee's funders, to determine—they would have first right of refusal, because they're already lead sponsors in various categories. Once they had made their decision, then we went to those categories and asked—through sometimes competitive, sometimes an open call—and CIBC has led that list. We have several other organizations that we're very proud to have on board.

**Ms. Dipika Damerla:** And how excited are they about all of this?

**Mr. Saād Rafi:** One measure of excitement might be how a private sector company decides to spend its marketing dollars, which are always being called on by all manner of different organizations. For every dollar that they spend sponsoring us, they will then spend two to three times that in the community, “activating,” as it's called, in addition to what they've spent with us.

Sponsorship comes with certain rights and privileges. We have a beverage sponsor; we have Molson, Coca-Cola, Cirque du Soleil, Chevrolet and CIBC. I'm leaving out many. Of course, Cisco has been just a fantastic partner with us. They're very creative; they have terrific ideas. They bring others to the table. I just can't say enough about the support we've received in that regard.



1500

The Toronto area is a very difficult fundraising/sponsorship market. There are, yes, many, many corporate contributors one could reach out to, but they have many demands, and these demands are booked years in advance. We're very pleased to have those as our partners, but lastly, I would say, we also have many different partners from the communities, be they Caribbean, Latin American, aboriginal, francophone and other communities that don't necessarily find themselves in the games countries but have an opportunity to benefit and to demonstrate why this region is the way it is and why it has the richness it does.

**Ms. Dipika Damerla:** Thank you. I'm just going to preface my question with an example to get to what I'm trying to say. When you look at something like the original bid for security for the games, which was \$113 million at the time we presented the bid, it was a skeletal budget. Everybody knew that as the games progressed and we got a better sense of the realities of the logistics on the ground, that security budget would increase.

But when something like that is characterized as a doubling, as if we have gone over budget, as opposed to something that would happen in any set of games, where you start with the skeleton and then, as you go along, you build that budget—that sort of negativity—can you tell me, is that affecting morale, this kind of negative misrepresentation of the facts?

**Mr. Paul Miller:** Mr. Chair.

**The Chair (Mr. Grant Crack):** Yes?

**Mr. Paul Miller:** I'm really offended by your comment about misrepresentation. I don't believe the opposition parties—we are allowed to inquire. I call it an inquiry; she's calling it a misrepresentation. I think that's out of line, and I'd like you to deal with that.

**The Chair (Mr. Grant Crack):** Thank you very much.

**Ms. Dipika Damerla:** Chair, I'd like the opportunity to respond. I have not said any particular person. I'm just saying that in general, I've explained that—

**Mr. Paul Miller:** In general?

**Ms. Dipika Damerla:** Yes, in general.

**Mr. Paul Miller:** What does that mean?

**Ms. Dipika Damerla:** Whatever it means.

**Mr. Paul Miller:** Oh, so it's open to interpretation then. Okay.

**Ms. Dipika Damerla:** You could answer that.

**Mr. Saād Rafi:** What I found, in the just-coming-on 10 weeks at this organizing committee, is that you have a group of individuals who feel very passionately about sport, arts and culture and the impact sports have on society. We see the games; we watched what happened in Vancouver; we see the performance of our athletes. It really generates a sense of civic and national pride. They are very passionate about what they do and how they do it, and I can certainly say that they want everybody to have the same passion they have. They're not involved in the back and forth, because they don't understand that stuff.

I would say that my job is to keep a focus on the job we have to do, and that is that there are lots of moving parts. We still have lots of venue operating plans to confirm. We have our rights holders to continue to reach out to and report to, because they want to hear. This fall, we'll have the chefs de mission coming here from all the countries, and they have an expectation to see, to touch, to be briefed on what their athletes will get by way of experience so that they can excel. That is a very significant responsibility.

I would just say that our focus remains steadfast, and that is to try to deliver a games that is fiscally responsible, a games that will be something that will be in the lasting memory of Ontarians, Canadians and these athletes and the visitors for a long, long time.

**Ms. Dipika Damerla:** You briefly mentioned the municipalities as one of the partners. Could you just speak to the feedback you've been receiving from the municipalities about the games and the projects that are being built there?

**Mr. Saād Rafi:** Whether there's a new facility or not, we have municipalities—Mississauga is a good example, where we're using what is now called the Hershey Centre; it will be called something different during the games. They're equally thrilled to be a host venue. Oshawa is another example where we're not building a new facility but we're using an existing facility. They want the opportunity to have festivals during the games. They want the opportunity to bring individuals to their downtowns and keep the spirit beyond just simply attending as a spectator, because many people will come to these events to participate in the festival aspect.

I see that my time is up.

**The Chair (Mr. Grant Crack):** Thank you very much. Now we'll turn it over the opposition. Mr. Jackson.

**Mr. Rod Jackson:** Thank you, Mr. Rafi, for coming in today and taking time out of your busy day to be here to speak with us. I really do appreciate it.

I just want to start by clarifying a couple of things, certainly—and even the member opposite actually brought it up herself. It's clearing up some of the responsibilities. I do this because I know that it seems like every time someone wants to hide something or doesn't want to answer it, it's my experience that, when we're dealing with Pan Am, there's a lot of double finger-pointing going different ways between the double bureaucracy, and by that, I mean TO2015 and the secretariat.

So to avoid this dilemma, with the aim to actually get some answers, I want to refer to Minister Chan's briefing note this past Friday, from the technical briefing. I think I might be the only one in the room who actually attended it. So if I am to read out what the role of TO2015 is—the organizing committee:

—organize, plan, promote, finance, stage and conduct the games (sporting events and ceremonies);

—original \$1.441-billion funding envelope, including operating and capital budgets: \$500 million from On-



tario; \$500 million from Canada; \$288 million from municipalities/universities; and \$153 million in revenue”;

—oversee “sport venue construction/refurbishment part of TO2015 budget, funded by federal government and municipalities/universities.”

Conversely, the secretariat, the province, the host jurisdiction’s responsibilities:

“—oversight for provincial contribution to TO2015’s budget;

“—funding and oversight for athletes’ village project;

“—invest in provincial priority capital projects;

“—invest in Ontario’s promotion, celebration and legacy strategy;

“—negotiate agreements with municipalities for the delivery of municipal services;

“—plan and coordinate provincial service delivery for transportation, security, health and emergency management.”

Would you agree with all that?

**Mr. Saäd Rafi:** Yes.

**Mr. Rod Jackson:** Before we go any further on that, actually, can you just give me a brief summation of your multinational, multi-sport games experience before you took on this role?

**Mr. Saäd Rafi:** I have not run a multi-sporting event activity before, as I think the committee may know.

**Mr. Rod Jackson:** What kind of experience do you believe you bring that’s relevant to doing the job? I’m not saying you don’t; surely, you do. But what kind of relevant experience do you bring?

**Mr. Saäd Rafi:** Well, I would say, and I feel, that I have experience in understanding complex operational activities. I understand how you plan and undertake operational—or operationalizing of plans. I have some experience in the area of emergency management: fire services and police services. I have, I would say, some experience in the area of transportation, be that road construction, but also regulatory aspects of drivers and vehicles etc.—buses and motor coaches. I have, I dare say, fairly extensive experience in the area of infrastructure—infrastructure project finance and infrastructure management, especially the PPP and AFP models. I have a passing knowledge of health management on certain issues.

So I think those are key aspects of what the games’ footprint is about, and I’m learning very quickly—as quickly as I can—about the rights holders and international federations as they impact the sports that we have to deliver. And I’m a sports fan.

**Mr. Rod Jackson:** Pardon me?

**Mr. Saäd Rafi:** And I’m a sports fan.

**Mr. Rod Jackson:** You’re a sports fan; that’s good. It should be a prerequisite for this job, certainly.

Okay, I just want to back up a little bit. So although responsibility for transportation, as was noted, falls under the secretariat, when I go to the March 5 quarterly report, in paragraph 5 of the first portion of the report, it actually mentions that \$16.9 million “were predominantly spent in the areas of technology, risk management, transporta-

tion, sport operation and broadcast.” It goes on to explain how much money you’ve spent up to date.

You did kind of tell us a little bit about your responsibilities for transportation. I don’t think they’re to be understated. I think when people think of transportation, I think one of the biggest parts of it is how we’re going to get these tens of thousands of officials and athletes and spectators to the games quickly, safely and on time, and all those sorts of things.

What part of your budget is transportation? What are you responsible for, and what is it going to cost?

**1510**

**Mr. Saäd Rafi:** Our transportation responsibilities are for getting, as you said, athletes, officials, coaches from the various villages to the sport venues where they either will train or compete. In some cases, the training facility is not the same as the competition facility.

In addition to that, we are responsible to work with the municipality that has a venue to get the most efficient and effective way of spectators getting to their venues. So if that’s a Toronto venue, then of course we will encourage people to take transit. If it’s a Hamilton venue, we’ll encourage people to take transit within the Hamilton region and then a GO train from there. We’ll work with the municipalities, be that Burlington right through to Hamilton. There might be shuttle services, there may be other means of doing so, and that’s what we’re planning on what we call local area plans, which is part of the transportation strategic framework, to work with those communities.

I think our transportation budget is just over \$32 million. That includes a small number of staff as well as procuring buses, doing the planning with local municipalities, perhaps then shuttle services as well.

**Mr. Rod Jackson:** Sorry. You said how much?

**Mr. Saäd Rafi:** Just over \$32 million.

**Mr. Rod Jackson:** Is that \$32 million included in the \$70-million to \$90-million estimate that the Ministry of Transportation—

**Mr. Saäd Rafi:** No, it’s not.

**Mr. Rod Jackson:** That’s in addition to?

**Mr. Saäd Rafi:** It is, yes, but it’s within our \$1.4 billion.

**Mr. Rod Jackson:** Okay. So the total transportation budget is more than \$70 million to \$90 million if you add the two together?

**Mr. Saäd Rafi:** Yes, that’s right.

**Mr. Rod Jackson:** All right. It seems to be a trend with this organization.

Is the fleet included in that? You have to procure a fleet, and that’s included in that to \$32 million—

**Mr. Saäd Rafi:** Yes, gas, drivers—

**Mr. Rod Jackson:** Okay. So one of the main concerns PASO had when they came and visited Toronto was transportation, because although it has clustered, as you mentioned yourself, it’s still fairly separated, going as far as Hardwood Hills up in my neck of the woods and as far over as Caledon and Welland and Niagara. It remains quite a concern for them.



Are you satisfied that the plan that came out over the weekend that actually hinges on a 20% reduction in automobiles and trucks being on the road is satisfactory?

**Mr. Saād Rafi:** Well, much has been written about this, but other jurisdictions achieve those levels and beyond. Right now, what was issued on Friday, in my understanding, is that we're talking about a strategic framework. It's quite extensive, yes, but there is still much more work to be done. As I mentioned, one example would be the local area plans. I think you mentioned Caledon. What's the best way to get people who will come to that facility from where they might park, where they might be shuttled from, right to the facility itself, and then you want to get people home and back?

Some locations—Innisfil, Hamilton—you know, Hamilton will have the luxury perhaps of putting on a festival right outside the new field. Mississauga may want to have people directed more to their downtown core; Markham, the same thing. That's why the municipality, ourselves and the ministry have to work hand in glove, and we'll continue to refine these plans so that you can either look on your smartphone, on our website or in a guide to see what's going on in terms of activities around the venue, because many people who come to these games, I'm told, also come because they want to come for the cultural and tourism experience. They might go to a sporting activity and vice versa.

I don't think any of us should rest until we feel absolutely certain that we have looked at all the permutations and details associated with moving many, many people. I think that strategic framework is well informed, has the participation of all municipalities, ourselves, security folks and the ministry, and the Ministry of Tourism, Culture and Sport. I think it's a good start. I think we have lots more to do, and I think everybody is committed to making sure that we can address the points that have been made by PASO and others. That's why we're looking at satellite accommodations. That's why we're talking to the sport federations to see. You know, maybe some individual Olympic committees from other countries will want to make a different choice or will move their people in different ways—you know, move them earlier, sort of post-Russia. There's a multitude of options that we'll have to examine.

**Mr. Rod Jackson:** For the transportation, how involved were you and your organization in creating that plan that was released on Friday?

**Mr. Saād Rafi:** Since that was my ninth week, I was involved to the greatest extent I could be, but the people who are at 2015 have been involved with the planning of the strategic framework from the outset. A committee was established, co-chaired by the city of Toronto and the province, and we've been key members of that group from the beginning.

**Mr. Rod Jackson:** If I was to share one concern of mine that I truly have on that transportation plan, it is the 20% number. I know it has been achieved in other jurisdictions, but I think it's also important to note that, in a place like London that has a world-class transportation

system—anyone who has been there knows that the Tube in London can take you right from your doorstep to almost exactly where you want to be; a very, very highly advanced transportation system in London. Most of their core was shut down during those games. Before the Olympic games, they had an \$18-billion investment in their transportation and infrastructure to get it up to the point where they could have a 20% to 30%—I think it was even higher than 20%—reduction in traffic. Pretty dramatic things going on there to make sure they achieved those numbers.

I don't see the same dramatic things happening in Toronto to achieve those numbers. I see HOV lanes and 750 kilometres of the event route network, I think it's called, 150 of those being HOV lanes. Can you tell me what the remainder, outside of that 150—so there are 770 or 750—sorry; I forget the exact number—in that range, of total roads in the route network, and 150 of those are HOV. What does the remainder mean, the remainder of that route network? What's going on there? What makes that special and any different from the rest of the HOV network?

**Mr. Saād Rafi:** I would put it, perhaps, this way: We will look at the sports schedule. We will look at the venues. We will look at the travel times. Then you match that up to determine what the best travel times are and which route to take, because not everything is, of course, clustered right around the horseshoe. That's one thing.

Secondly, I think we have 14 sports—I don't know how many disciplines—but 14 sports in the Exhibition Place area and the west channel of Ontario Place. That's accessible by streetcar, by GO train—the stop is right there at Exhibition Place. So that's just one example. The existing network of transportation, mass transit—bus, streetcar, GO train—will help and aid in access to those venues. We have others that are the Mattamy Athletic Centre, which is the Gardens; there are lots of sports taking place there.

For the sports on the periphery, I think the idea is to take advantage of adding temporary HOV lanes, as was, I think, explained in the briefing, and use that, along with other high-occupancy vehicles, to try to make sure that, along with the co-operation of companies, deliveries, construction schedules for those communities—all of that goes into a further detailed plan that will have to come out once we're at that point of development.

**Mr. Rod Jackson:** Okay. So the remainder, the 628 kilometres of road, I think it is, that are outside of the HOV lanes in that route network, really are just going to be to expedite, generally, the traffic for the officials and the athletes, not the general public?

**Mr. Saād Rafi:** Yes, sorry, but also it's going to be the regular highway network and road network. I think that was the idea: to demonstrate that the overall network—in other words, here are the arteries that go to these venues—you mentioned Caledon; Innisfil, of course, is 400/89, and on it goes—that, because of the nature of that venue, we don't feel the need to put in an HOV or close a lane or something like that, and plus



we're looking at a satellite accommodation area for the Oro-Medonte-Innisfil venue—I think it's the shooting and cross-country. So the amount of games traffic is much smaller, as it would be to Caledon, as it would be to Welland.

1520

**Mr. Rod Jackson:** So tell me a little bit more about the satellite accommodations for athletes. What is the total number of athletes that will be accommodated at the athletes' village and what is the total number that will be accommodated at the satellites? And how many satellite—

**Mr. Saäd Rafi:** We haven't come to ground yet on how many, but we're thinking Welland-St. Catharines, Innisfil area, of course the athletes' village proper, and then maybe up somewhere near the mountain bike cycling area, which would be sort of the four—that's four, and then of course we'll have one in around Minden, and Minden will likely have to have a contract with one of the resorts. Maybe we'll do the same thing in the other two; maybe in the Welland area we'll look to some existing infrastructure.

The idea there is—and this is the feedback we've received from athletes, because in Guadalajara they had venues in Puerto Vallarta, which would be at the west coast of Mexico—that athletes don't mind having a satellite village. They just want to know that it's of the same sort of calibre and experience that they were going to get if they were in the proper athletes' village. They would rather not do the commute times, and they would take that approach.

So my understanding is that obviously the bulk of the beds would be in the athletes' village. Now, this includes officials and athletes. There will be about 7,500 beds in the West Don Lands, and then the remainder of the beds—I don't have the breakdown by the other satellite villages, but the remainder, the 2,500 or so, would be—oh, sorry; that's not true. The bulk of the Parapan beds will be in the athletes' village here, if not all, and then the remainder of the Pan Am beds would be across those four other villages. I call them “villages.” They will probably be existing facilities.

**Mr. Rod Jackson:** Yes, sure. Thank you. How much time, Chair?

**The Chair (Mr. Grant Crack):** You have eight minutes.

**Mr. Rod Jackson:** Okay. It goes by quick.

Tell me a little bit about some of the drama around the Hamilton soccer stadium. Although we hear the “on time, on budget” mantra, we know that certainly at least at one point the stadium wasn't on time. It was tracking off-time, and that started a whole discussion about who's responsible for the \$1 million per game that the Ti-Cats would be forced to pay.

This is also, I might add, a theme that we've heard certainly from other venues themselves: the concern that they're actually going to be on the nut for cost overruns at their venues, not in fact the province, as we're told a lot of the time, as part of the memorandums of understanding, as I understand it.

Specifically, can you fill me in on the status of the Hamilton Ivor Wynne refurbishment?

**Mr. Saäd Rafi:** I guess as we sit here in minus 15 degrees three days before spring, which is sort of hard to even say, let alone deal with—

**Mr. Rod Jackson:** Yes, no kidding.

**Mr. Saäd Rafi:** It's been a pretty difficult winter for construction, be that here in Toronto—you'd think we would have had a break compared to some other locations right in the sort of westerly wind area. But many constructors have had challenges. I think the Hamilton contractors have been pretty open about that. They have admitted that they've had challenges with pouring concrete. They have admitted that one of their subs, I believe, had declared bankruptcy and so they couldn't rely on that company.

My understanding is that they continue to try to catch up. I think there's evening activity there. Mr. Miller, you might know better than I, but I have swung by there and saw some lights. They're trying to do work where they can. Where they have heat and hoarding, they'll work on other things, and I think that applies for other facilities as well.

So there's no doubt that Infrastructure Ontario and the city of Hamilton and the contractor are having conversations, I'm sure as we speak, about what this is going to mean for the city and for the Tiger-Cats. Not to diminish that, but for us, if there's a two-, three-, four- or five-week delay, we're still getting these facilities available to us eight, 10, and in some cases 12 months before the games. We can withstand a bit of a delay. It's kind of hard to think that you're not going to have a delay given this weather, but by the same token, given the construction techniques where people are doing construction virtually year-round, we're counting on these contractors to catch up.

As far as cost overruns go, the projects that are AFP or PPP models are such that the owner and the project manager—Infrastructure Ontario and the municipality or the university—and the funder, the federal government, get to determine when they are substantially complete. Until substantial completion, they don't get their last payment. So it has a good regulating aspect on the contractor, who is paying out of their own pocket and risk capital to make sure that they get that project done, and the sooner they get it done, the sooner they get paid. The cost overruns are—that assumes a cost overrun, because it's a fixed price; they bid a fixed price and it's a fixed price unless you agree to a change order, and that's very carefully monitored by Infrastructure Ontario and the facility owner.

**Mr. Rod Jackson:** In a nutshell, is the Ivor Wynne Stadium in Hamilton running on time right now?

**Mr. Saäd Rafi:** No. I think that the contractor has said that they've experienced delays and that they're behind a few weeks.

**Mr. Paul Miller:** Four weeks.

**Mr. Saäd Rafi:** Mr. Miller is saying four weeks; he might be closer to that than I.



**Mr. Rod Jackson:** Are they on budget for that build?

**Mr. Saād Rafi:** As far as I know, they are. I'm not monitoring their budget; Infrastructure Ontario is. My folks would work with them, but as far as I know, they are.

**Mr. Rod Jackson:** We're about a year and a half out, give or take; according to what looks like your own report here, maybe you can explain to me a discrepancy I see between the projected cost and the estimated cost of the velodrome: the estimated cost of \$50 million and then the projected cost of \$56 million. That's a variance of \$6 million. Does that mean that the velodrome is \$6 million over budget?

**Mr. Saād Rafi:** No, I don't think I would look at it that way. The municipality, Infrastructure Ontario, ourselves and the federal government made a decision that they were prepared to put in differing amounts of funds. The budget rose to \$56 million. The bid was at \$56 million. Now, that is still going to have to come in under the \$500-million contribution from the federal government. That was made clear. We're working to that, and the contractor is working to the \$56-million budget.

I suppose it depends on the point in time you want to put a pin in the actual amount, but the budgeted amount is \$56 million. It's not dissimilar to the shooting venue; that was decided on fairly recently. An agreement is being worked on and being struck. The federal government agreed that that venue would present the best location for those disciplines and that the approximately \$3.5 million for the upgrades to that club will also have to come in within the \$500-million budget that the federal government has apportioned.

**Mr. Rod Jackson:** Sorry; I kind of get what you're saying, but I still struggle with the difference between the estimated and projected costs there. The estimated cost is something that would have come in through the bid book, and then the projected cost is something that would be more, once they got their heads around reality. Is that what you're trying to say?

**Mr. Saād Rafi:** I don't think the velodrome was initially in the bid book in Hamilton and planned for Hamilton. Certain municipalities have made certain decisions, and I think that the city of Hamilton said, "We're not prepared to take on that particular project." The town of Milton stepped up and said that they would.

They had a certain amount of money. I think that everybody agreed that what was estimated to be a \$50-million project would likely be a higher amount, and that higher amount was agreed to at \$56 million, and that became the budget. I'm not trying to split hairs with you; I'm just saying that, if I understand them, that was the sequence of events.

**Mr. Rod Jackson:** How much time?

**The Chair (Mr. Grant Crack):** Fifty seconds.

**Mr. Rod Jackson:** Okay. Can you explain to me quickly, in 50 seconds or less, what will make this velodrome different than the Montreal velodrome that is now an arboretum? What is going to make Milton the destination for the rest of North America? Because right now,

one of the only velodromes that actually does anything with a profit or is actually a destination of choice is in Atlanta at a major sports facility that has other training facilities near it. What is going to make Milton the draw to bring athletes there?

**Mr. Saād Rafi:** The legacy fund. You said 50 seconds. I'm happy to expand on that if I don't get the hook. The three facilities—I always forget the third one—oh yes, York, the Milton velodrome and the aquatic centre—will benefit from a legacy fund, which will be a 20-year fund to operate those facilities as high-performance sports centres, with other people having a chance to use them. I can expand on that later.

1530

**Mr. Rod Jackson:** Yes, we can come back to that later.

**Mr. Saād Rafi:** Sure.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll move on to the 10-minute round with Mr. Miller from the third party.

**Mr. Paul Miller:** Do you want a drink of water before you start again?

**Mr. Saād Rafi:** I'll probably need a break if I have more water, so I'm good. Thank you.

**Mr. Paul Miller:** I want to continue the line of questioning on the electrical for the Hamilton stadium and the instrumentation contracts. It's my understanding that they were awarded to an offshore company, a French company. I, obviously, was approached by my local unions, who are highly trained individuals—Canadian companies, some from Burlington, some from Hamilton. They had put their bids in for the bid process and were competitive. Two of them were removed from the bidding numbers—two out of the seven were removed without any explanation, which were local. Then it got down to about two or three, and a foreign company won it. I guess my question is, regardless of whether they undercut them or whatever the reason was on the bidding process, I don't understand why we're using foreign companies to administer electrical subcontracting and instrumentation, which are two separate issues with the electricians—there are instrumentation electricians and there are regular electricians who do the lines and things.

Also, it's my understanding, in the building, that at one point, a guy who was the head of the French company had sent out an email, which I have a copy of and which said, "Don't hire any unions," which is a pretty scary thing in our province. I have his name and everything. Of course, I haven't had any response from the ministry or 2015 or the waterfront or any of them. They haven't said anything about it. I want to know what the status is of why those companies—for instrumentation from Burlington and the Hamilton local union; we have a very big local union, highly trained—probably one of the most skilled training centres in North America for electricians is in Hamilton. Why aren't our people being used in the Hamilton area? Some are, but why didn't we solely get that contract, because the expertise is not required from overseas? We're far advanced in electrical



in Ontario and in Canada, as opposed to any other country—or as good as. So, why did that happen?

**Mr. Saäd Rafi:** Were these subs to GC?

**Mr. Paul Miller:** They were subs. This guy was the overseer, the French company, and he hired subs, but some of the subs were brought in from other places.

**Mr. Saäd Rafi:** Partially, at the risk of having you—

**Mr. Paul Miller:** Attack you again on procurement?

**Mr. Saäd Rafi:** No, get frustrated with me in terms of where I draw the line in terms of what we're meant to be doing—we're using these facilities; others are contracting and managing the development of them. But what I know about the procurement process and Infrastructure Ontario is that they put out a consortium bid, as you know, and I don't believe every sub is identified in the proposal, and then, as you're indicating, the GC or maybe the GC and the financier go out and then look for subs, right down to instrumentation. It sounds to me to be a pretty specific skill set.

I can't tell you why those companies were excluded. I can tell you that we have ways of giving—I don't want to say "preference"—but additional opportunities and scoring if you're using local versus non. Then things come down to value for money. I'm sure Infrastructure Ontario, which has a good reputation in choosing contractors based on the best value for money—

**Mr. Paul Miller:** At one point, another letter was sent out by the same individual, and he was using labourers to do electrical work—bases for motors—which falls under the electrical code of Canada. Of course, I brought it up at the time, and I still haven't had any answers on that. They were looking into it—and still looking into it. But there are a lot of unhappy campers in Hamilton about not using local—and one of the things Ian Troop promised me, when he met with me three years ago, was that local unions, local companies, would get preference. I don't think they followed through on that, and it's a big concern to me. Obviously, you don't have the answer for that and I'll have to—

**Mr. Saäd Rafi:** But I would hope that the Electrical Safety Authority would be watching—

**Mr. Paul Miller:** Well, they have to; it's law. They have inspectors.

**Mr. Saäd Rafi:** That's right, so they're permitting, they're approving and they would be inspecting the work. I'm not excusing not using properly qualified workers—

**Mr. Paul Miller:** I haven't had any complaints in the last three weeks, because I believe they've—

**Mr. Saäd Rafi:** Gone to the site.

**Mr. Paul Miller:** —looked into it.

**Mr. Saäd Rafi:** Right.

**Mr. Paul Miller:** So, obviously, my continued moaning about it did pay off.

**Mr. Saäd Rafi:** But that's a good regulatory organization, as you know.

**Mr. Paul Miller:** Yes, but they also have to be able to identify quality work as well, and if our unions are quite capable, and they are, of providing the expertise, the background and the record of good work throughout the province, they should be utilized.

Getting to the transportation plan: It relies on a 20% reduction in regular traffic. As you know, we put in the HOV lanes for that very reason, because of the gridlock. It helped a bit; it certainly hasn't solved all our problems, but it's alleviated some of it. I wish there was more carpooling and I wish there was more of that; that might help, too. Do you find it concerning that we have a 20% reduction target for traffic, yet no one can tell the public how this will be achieved? They've set about temporary closings—is this going to be 24 hours for the 28 days? Are they going to do it in peak times? What are they going to do? I don't have any details other than the 20% that the minister seems to think he can achieve. I don't know what rabbit he's going to pull out of the hat for that one, but he seems to think that there will be some disruptions but not a major negative impact on the communities, and I don't think that's going to happen.

**Mr. Saäd Rafi:** My understanding is that there are numerous initiatives that could be deployed. You mentioned a couple: hopefully increased carpooling; hopefully more use of the lanes—the determination of whether two- or three-plus in the vehicle has to be made yet, I understand; additional lanes, which will help regular commerce and regular commuters; companies themselves making decisions—many companies may want to put a large number of their people into the volunteer group as a corporate social responsibility activity, and may allow their staff to work from home or may have differing approaches; delivery companies; and I think Toronto has agreed to take a look at their construction schedule in the games route network. So there are several aspects to this. Local traffic management will have to be examined, and that's part of the local area plans.

**Mr. Paul Miller:** Okay.

**Mr. Saäd Rafi:** So I think several of those things are in the full material that gives examples. The point of putting it on the Environmental Bill of Rights, as well as taking it out and continuing to work with the 16 municipalities, ourselves, and the government, is to continue to refine that, refine that, refine that and make sure we have individual plans.

**Mr. Paul Miller:** In the technical briefing, when it comes to the HOV lanes, we were told that Ontario would follow in the footsteps of cities like London, England. Do you really believe that this is a reasonable assumption? Surely, the folks at 2015 are aware of the many differences between Toronto and London, England, from a geographic perspective as well as a transportation perspective. A comparative analysis is usually done with cities of similar size and similar population, so, really, this is not a good comparative analysis. It would be like comparing Toronto to LA, Chicago or Paris. Population-wise, geographically, transportation grid—they are totally, totally different in these cities. So I think this is a bit of an assumption on the part of 2015, the ministry and the rest of the people involved.

1540

The HOV lanes or priority lanes will be operated. Are they going to reserve them 24/7? Are they going to, just at peak times? Because we certainly have to continue the



commerce and grid flow to keep our business lucrative and competitive. Twenty-eight days in anyone's business is a lot of time. It's a month out of a year. Some of them are based on peak times and summertime. I don't know if that has been taken into consideration, because some of them—certainly you won't be using the hockey rink in July. You might be using it for basketball. But the bottom line is, you've got the Blue Jays there. Has that been taken into consideration: the traffic impact with the Blue Jays and other—there are many other activities that could go on during that 28-day period in the city. Have they been taken into consideration—the negative impact it will have on your projections for the games?

**The Chair (Mr. Grant Crack):** Time is up, so a quick response, please.

**Mr. Saād Rafi:** Okay. I believe yes.

**Mr. Paul Miller:** All right. I'll mark you down as a yes.

**Mr. Saād Rafi:** To the greatest extent possible—it's hard to find an exact comparator. They were looking at other games. They looked at Vancouver as well. I think that what was heartening in that comparison is to say, "If London"—to the points you make, which are correct—"can get to 30% and, in some cases, 40%, surely to goodness we can achieve 20%."

Now, many pieces will have to come together, and the network will not be needed 24/7. Can you do off-peak deliveries? Can you do overnight deliveries? Are you prepared to do that? What will it take? All that still has to be worked out.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll move to the government side: Mr. Fraser.

**Mr. John Fraser:** Thank you, Mr. Chair. Mr. Rafi, thank you very much for coming in today. I really very much appreciate you being here and answering our questions.

Before I get started here, I just want to add that I think that you're particularly well qualified for the task that you've taken on. I think your experience in government and outside government bodes well for TO2015.

I want to go back to an earlier question in regard to the transportation budget and that \$30 million. I just want to clarify that that money is already in the overall budget and is a matter of public record.

**Mr. Saād Rafi:** Yes, it's in the \$1.4 billion. Specifically, it's part of the \$500 million that the province has provided for operations.

**Mr. John Fraser:** Okay, good. I wanted to make sure that that was clear, so there wasn't the impression that this was a new number. Thank you very much.

I'd like to ask you a question in regard to governance. This is, obviously, a large undertaking, with a great number of partners: the federal government; other municipal governments, as you've mentioned; the Canadian Olympic Committee; and the Canadian Paralympic Committee. I'd just like to understand how TO2015 works in terms of the relationship with all those parties—or partners, I should say.

**Mr. Saād Rafi:** Maybe I can start with the board of directors. There's a multi-party agreement. At the outset,

when the games are granted to the region and to the city, the following board structure was established: The Canadian Olympic Committee would have four board members; the Canadian Paralympic Committee would have one; the federal government would have three; the provincial government would have three; and the city of Toronto would have one. I believe that the province appoints the chair. The province also appoints, if I'm not mistaken, the chair of the finance committee.

Since the board members are predominantly—not predominantly; they are—appointed by these bodies, the board has decided to put, in some, if not many, cases for board committees, non-board members as chairs, and then board members participate in those committees to try to bring that expertise of someone from finance, someone from audit. Richard Nesbitt, the COO of CIBC, is the finance board chair. Axel Thesberg, a former audit partner at one of the big four firms, is the audit committee chair, etc., and so on and so forth.

We also have to look to: The COC essentially owns the franchise called the Pan Am Games. Of course, the COC is overseen by the International Olympic Committee, but for the Pan American sport, one of the continental sport governing bodies is the Pan Am Sports Organization, and then there's the equivalent, the International Paralympic Committee, so there are a lot of layers.

Then there are governing bodies for sport. There are the international and continental sports federations, and they are responsible for the technical aspects of sport: the field of play, the rules, the officials and the number of athletes they will allow and permit, which then governs the sports schedule, which says, "Okay, you're going to have an 18-round robin. Is it X number of heats because of the number of athletes coming from the various countries?"

They then work with the national sport organizations of every country. The national sport organization could say to their governing body—to use FIBA, the basketball association, over the athletics—"You know, we really want to field a larger team this year, and we think we have the ability," and so on. They may be given that number of spots.

All of that is—I don't want to say "dictated"—not our decision; rather, we must implement those decisions. Then, of course, our funders, as I mentioned—the federal, provincial and municipal governments—have chosen various areas that they're going to fund. Then, lastly, the province has a financial guarantee.

**Mr. John Fraser:** So that's outlined in the multi-party agreement?

**Mr. Saād Rafi:** That's all outlined in the multi-party agreement: who has what responsibilities, who we report to, how often and in what form.

**Mr. John Fraser:** I'd like to ask you for a comment on something. I know that the minister has said that these are the most open and transparent games ever. I know that you're relatively new, but in terms of your experience until now with this and your experience in govern-



ment, can you comment on how open the process that we've been going through is, from your perspective?

**Mr. Saäd Rafi:** What I've seen and learned from how Olympic Games are undertaken is that the IOC provides funding through broadcasters, both internationally and nationally, and then the host Olympic committee has their own sponsors, so you have access to those sponsors. A large amount of money is provided there; governments provide far less money to those types of games.

Here, of course, 90% of the money is coming from federal, provincial and municipal governments, so, by the nature of governments and today's approach to governing, there is an increased transparency relative to other games and other organizing committees. I don't know enough about what happens in Commonwealth Games to know whether they are equally transparent, but there's been a light shone on all aspects of activity here, so we continue to strive to be as transparent as possible.

**Mr. John Fraser:** Okay. I think that answers my question. Thank you.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. We'll move to the opposition.

**Mr. Saäd Rafi:** Chair?

**The Chair (Mr. Grant Crack):** Yes, sir?

**Mr. Saäd Rafi:** Would it be possible to have a short break? A bio-break?

**Mr. John Fraser:** He can have whatever time I had left.

**The Chair (Mr. Grant Crack):** There were three minutes and 21 seconds left, so—

**Mr. Saäd Rafi:** Oh, okay. Fine. Sorry. I thought there was another round.

**Mr. John Fraser:** No, no.

**Mr. Saäd Rafi:** I lost track of time. Okay. Please.

**The Chair (Mr. Grant Crack):** So another 10 minutes is fine?

**Mr. Saäd Rafi:** Sure.

**The Chair (Mr. Grant Crack):** Okay. Absolutely. Mr. Jackson, from the opposition.

**Mr. Rod Jackson:** Did you want to continue where we left off, or—

*Interjections.*

**Mr. Saäd Rafi:** Are we doing another round?

**Mr. Rod Jackson:** You can take his—

**Mr. Saäd Rafi:** That would be very beneficial.

**The Chair (Mr. Grant Crack):** Okay. If you need the three minutes, feel free. Five-minute recess.

*The committee recessed from 1548 to 1552.*

**The Chair (Mr. Grant Crack):** Back to order. Mr. Jackson, from the opposition.

**Mr. Rod Jackson:** Welcome back.

**Mr. Saäd Rafi:** Thank you.

**Mr. Rod Jackson:** Would you like to continue where you left off last time? We cut you off.

**Mr. Saäd Rafi:** Yes, thank you. The federal government has committed \$65 million and the provincial government has committed \$5 million to create a \$70-million legacy fund. That fund is specifically for those three facilities. You mentioned the velodrome—that's one; the

aquatic centre at the University of Toronto, Scarborough campus, is the second; and I believe the York University athletic facility is the third.

A committee has been struck, with representation from the Canadian Olympic Committee, Canadian Paralympic Committee, the province, the federal government and one other. They will work with the Toronto Community Foundation, which has been selected to manage the \$70 million in a fund and create a 20-year investment approach and use of funds. Each facility must demonstrate how they are using it as a high-performance training centre on an annual basis so that it doesn't lie fallow and not get used for its purpose. Then, the time that remains beyond those training needs, that facility will be made available to the community that it resides in.

This group has just been struck. They've just started. I think they're going to have or have had their first meeting to establish the parameters for which the sport that will have its home there—for example, wheelchair basketball has chosen, believe it or not, the aquatics centre and field house to be their home, and then they will have to submit a plan, if I'm not mistaken. Cycling Canada will have to submit a plan for the velodrome.

**Mr. Rod Jackson:** So that \$70 million is included in the TO2015 budget?

**Mr. Saäd Rafi:** Yes.

**Mr. Rod Jackson:** Does that include the projections for operations and maintenance of those facilities as well, or is it just for programming and staffing? What exactly does that legacy fund—

**Mr. Saäd Rafi:** My understanding is that it is for operations and maintenance of that facility. If someone did the analysis on the amount, they feel that, if properly managed and invested, it could provide perhaps a 20-year annuity to maintain and operate those facilities—again, for high-performance sport. Of course, there may be some other opportunities to rent the facilities to use them for other demonstrations that would bring in revenue to the municipality that has to run it.

**Mr. Rod Jackson:** Would marketing and advertising be a part of that \$70 million?

**Mr. Saäd Rafi:** I don't think it would be, in the sense that if, let's say, Milton wanted to market for sports tourism, as we were talking about, that would be their responsibility, because that benefit would derive to them. I believe, and I'm not dead certain here, the responsibility lies in using the facility for sport, and that's where the sport governing body in the country is responsible. But I'd have to check for certain about marketing.

**Mr. Rod Jackson:** Okay. So that legacy fund takes into account all—I just find that for those three facilities, they're all three pretty large facilities. I imagine it costs a fair amount to keep going. I can't imagine, especially the velodrome, to be fair, running at a profit. Is that taking into account the losses that facility will incur?

**Mr. Saäd Rafi:** I think any other cost would be the responsibility of the facility owner, so the town, the universities.

**Mr. Rod Jackson:** What's the fail-safe if there is a loss? I'm going to use the velodrome as an example to



outline the other two, assuming they have the same sort of deal going on. What is the fail-safe if the facility runs at such a loss that even the legacy fund can't save it?

**Mr. Saäd Rafi:** This is where I'm perhaps not as conversant on the details of the legacy fund as I need to be for these questions. If I could, I would say that it's not my understanding that the legacy fund is responsible for the entire maintenance costs of the facility and the operating costs. I think it's responsible for a predominant amount of use by, again, Cycling Canada. The difference to operate it will likely come from the asset owner.

**Mr. Rod Jackson:** Could I ask you to endeavour to get the details on the legacy fund and what exactly that includes and doesn't include over the period of the 20 years?

**Mr. Saäd Rafi:** Certainly, yes.

**Mr. Rod Jackson:** I appreciate that. How much time, Chair?

**The Chair (Mr. Grant Crack):** Five minutes, 37 seconds.

**Mr. Rod Jackson:** An extra day has been added to the Pan Am schedule. Can you explain why this day was added and what exactly the cost is and all the logistics that are associated with that?

**Mr. Saäd Rafi:** The extra day was added to the Parapan Am schedule, actually, not the Pan Am. One reason was that August 14 is a Friday and we would have still had competitions taking place in some significant sports on the Friday while we were doing the closing ceremonies, so those athletes would miss out on those closing ceremonies because they were competing. The closing ceremonies in games are predominantly for athletes and to celebrate what has been, by all accounts, a successful competition as well as a successful celebration.

Secondly, we also didn't think that a Friday lent itself as much as a Saturday could to have people come out and appreciate what these athletes and competitors have brought to the region and have done for their sport and for all of us to understand and accept accessibility—to open our minds to that—in a way we may not. So we made the difficult decision of saying, "Let's add this so that we can quite comfortably finish all the competitions and then have an opportunity to end the full Pan/Parapan Am Games in a way that all athletes get to benefit from."

**Mr. Rod Jackson:** Okay. Just moving on to something totally different: Can you outline to us what kind of perks your executive members get? For example, do you drive your own car? Does your executive drive their own cars? Or do you drive cars that were offered to you by sponsors of the Pan Am Games?

**Mr. Saäd Rafi:** I believe that has changed and they no longer have access to vehicles from the sponsors.

**Mr. Rod Jackson:** At one time they did, though.

**Mr. Saäd Rafi:** Yes, that's right.

**Mr. Rod Jackson:** Okay. Are there any other perks that are given to executives or members of the TO2015 organizing committee from other corporate sponsors?

**Mr. Saäd Rafi:** Not that I'm aware of. Since those changes, they've been following the perquisites direc-

tives from government. I started to examine that as well since I got there, and if there are any that continue, then they will not.

**Mr. Rod Jackson:** Can you give us a heads-up—the sunshine list is always something people are interested in. I understand that TO2015 will continue to grow up until the games. Can you give us an idea of how many sunshine listers will be on TO2015 that will show up this year?

**Mr. Saäd Rafi:** I don't have that at my fingertips, but it's going to increase, as you said. What the magnitude of the increase is, I don't know off hand.

**Mr. Rod Jackson:** Are your executive team members achieving yearly annual increases in pay, or does it vary from executive to executive?

**Mr. Saäd Rafi:** They receive no base increase in pay, and haven't for three years.

**Mr. Rod Jackson:** Okay. So it's stagnant?

**Mr. Saäd Rafi:** Yes.

**Mr. Rod Jackson:** Can you tell us what was cut out of the budget to be able to cover your predecessor's severance?

**Mr. Saäd Rafi:** We haven't cut anything out of the budget. We're trying to manage that cost in the overall budget, like we would with anything. If we have, for example, an RFP that comes in that's above what we thought it would be for temporary equipment and what-not, we're going to have to find a way to make that work, just as we're going to have to find a way to make that payment work in our overall salary budget.

**Mr. Rod Jackson:** How much time, Chair?

**The Chair (Mr. Grant Crack):** One minute and a half.

**Mr. Rod Jackson:** Okay. So tell me a little bit about the mascot, the jet-setting stuffed toy that seems to be going all over the world. We saw him, I think, in Russia and in other places.

**Mr. Saäd Rafi:** Our mascot?

**Mr. Rod Jackson:** Yes, that's my understanding.

**Mr. Saäd Rafi:** I don't think so.

**Mr. Rod Jackson:** You might want to check that.

**Mr. Saäd Rafi:** It's jet-setting around Ontario, but I don't believe it—

**Mr. Rod Jackson:** No. No, he's been internationally. You might want to double-check that.

**Mr. Saäd Rafi:** Okay. Sorry, I will.

**Mr. Rod Jackson:** That kind of answers my next question: What's the budget? Because we've seen—you know, he's been to the Caribbean, South America, Russia and other places. I'd be very curious, and if you could endeavour—obviously you don't have the numbers there. I'd like to know how much money is being spent on a mascot to travel around the world and who's travelling with him and what kind of benefits we're receiving from having him go to these places. I'm interested to know how he's travelling—

**Mr. Saäd Rafi:** No, I understand. I will endeavour to get that for you. I can understand him travelling kind of north-south, in the Pan American countries, because he



represents the brand of the games, designed by four young girls here in Markham. Certainly, he's been in numerous schools around Ontario—probably two a day. I could see why there might have been a time where, you know, if you're going down to take the flame—let's say, when we pick up the torch relay and pick up the flame, do you want to have the mascot there because he represents what the games are about? I'm sorry, you have me on the Russia thing. I'll have to look into that. I'll see if we have a discrete budget just for the mascot and the—

**Mr. Rod Jackson:** Yes, if you could look into that, let us know. I'd be curious to know that.

I'm assuming I'm out of time.

**The Chair (Mr. Grant Crack):** That is time.

On behalf of the committee, we would like to thank you, as you've heard many times, for taking the opportunity to come before us and answering questions and making comments. We appreciate it.

**Mr. Saäd Rafi:** Thank you, and thank you for your questions.

**The Chair (Mr. Grant Crack):** Good luck with the games.

**Mr. Saäd Rafi:** Thank you.

**Mrs. Donna H. Cansfield:** I'll move a five-minute break.

**The Chair (Mr. Grant Crack):** A five-minute recess for everybody to come in and get ready.

*The committee recessed from 1603 to 1609.*

## WATERFRONT TORONTO

**The Chair (Mr. Grant Crack):** I'd like to call the meeting back to order and, again, welcome the members of government, opposition and the third party.

It's a special honour to have with us today representation from Waterfront Toronto. We have with us the president and chief executive officer, Mr. John Campbell. Mr. Campbell, we welcome you. You have five minutes for a presentation, and it will be followed by 25 minutes of questioning or comments from each party, and then another subsequent 10 minutes of questioning. The floor is yours, sir. Welcome.

**Mr. John Campbell:** Thank you very much. I want to thank you all for the opportunity to come to speak to you today at the committee. I just want to take a few minutes to give the committee some context, outline our role and mandate and how it fits within the context of what your discussions are.

We were established in 2001 by three orders of government to oversee all aspects of the planning and development of what's called the designated waterfront area, defined by Dowling Avenue in the west, Coxwell in the east, and down to the water's edge of Lake Ontario. Each order of government committed \$500 million, \$1.5 billion in total, as seed capital, plus control of land. We act as the master developer for those lands, about 2,000 acres in total. Using the seed capital, we invest in enabling infrastructure, environmental remediation, flood protection, and roads and services. We zone and obtain

all planning approvals from the city, as well as pre-negotiating section 37 agreements with the city.

The funding model leverages the seed capital by working with private development partners who buy the land for development. We're not builders; we're the master developer, and builders come in and develop the particular buildings. The land is tendered competitively, and development partners are chosen based on their ability to meet and deliver on a comprehensive list of criteria. The money earned is used to further public infrastructure.

Our approach is based on smart-planning principles and works in sync with market realities. That means we're guided by public policy, so it's not about real estate development; it's about real estate revitalization, which is about being driven by public policy: reducing sprawl, creating sustainable communities, increasing the supply of affordable housing, building a spectacular public realm, delivering quality of place overall, and developing a transit-first approach to development. It's really what I'd call an economic long game, about how you create a quality of place that allows us to attract the best and brightest people that will make Toronto and Ontario a competitive entity going into the future.

When we're finished, the waterfront will be home to more than 40,000 residential units, so about 110,000 people, and 40,000 jobs situated in diverse, mixed-use communities. All of this is being achieved through a very inclusive process of public and stakeholder consultation and prudent fiscal management. Ultimately, a revitalized waterfront will be at the hub of creative industries' innovation, all enabling Toronto and Ontario to become globally competitive.

I would say the approach is working. An independent economic analysis last summer, in 2013, confirmed the returns on the public investment of the \$1.26 billion invested to that date, last summer, in waterfront revitalization. For that, we had \$3.2 billion in economic output for the Canadian economy, and the creation of 16,200 full-time years of employment, with 96% of the expenditures made in Ontario.

In addition to that, development projects valued at \$2.6 billion were undertaken, and the construction from these projects yielded \$2.2 billion in value to the Canadian economy, and an additional 24,000 full-time years of employment.

In addition to that, I would say that our work has been the catalyst for private sector investment and development around our designated waterfront area, valued at \$9.6 billion, on privately owned lands across the waterfront and in adjacent neighbourhoods.

Within the first 10 years of our mandate, we've effectively returned to the governments, through revenues alone, the total cost of the tripartite \$1.5-billion investment. So if you look at the \$1.3 billion of our direct investment, it's generated about \$622 million of revenue, \$237 million to the provincial government, and an additional \$838 million of revenues to three levels of government—again, generated by the \$2.6 billion of private



sector investment so far. So when you look at that, we've already generated about \$1.5 billion in tax revenues back to the governments. The provincial return on that is about \$550 million, approximately. So we're already returning the initial seed capital investment, so that model is working.

Turning to the West Don Lands, in particular, we are the master developer for the West Don Lands, and we have developed an award-winning precinct revitalization master plan that's really transforming now, before our eyes, an urban brownfield site, one of the worst, into one of Toronto's great new communities. It'll be a mixed-use community, integrated with parks and open spaces that emphasize design excellence—again, with transit-oriented urban living and global best practices in sustainable development.

The plan creates a community seamlessly integrated with Corktown and the Distillery District. Interestingly, the decision to situate the athletes' village here was made, in large part, because the approved precinct plan and rezoning, the community buy-in, and the infrastructure were all well under way. In the summer of 2009, when the PASO group came to look at Toronto as a site, we showed them that the work was already under way and would happen anyway, so it gave them great comfort that in fact this would be done.

To date, we've invested about \$325 million in the West Don Lands revitalization. The athletes' village is about one third of the total West Don Lands neighbourhood, and it really is a phenomenal catalyst to advance the development of this area. This would normally have taken 10 to 15 years; we're going to have a third of it done in a couple of years' time. By 2015, 50% of the West Don Lands will have been completed.

Our role in the delivery of the athletes' village was to partner with Infrastructure Ontario to make sure that the contractual and RFP requirements deliver the precinct plan and planning principles for the community. Minister Chiarelli at the time told us that there were on-time and on-budget goals and legacy goals. That's why he asked us to partner with Infrastructure Ontario to make sure that these things included sustainability, design excellence, and adherence with the built form and zoning requirements that we'd already talked to the community about.

We also contributed as a subject matter expert on a real estate development, management, municipal approvals and so forth. Our real goal, given the extensive public consultation of the precinct plan, was to ensure that legacy and community-building objectives, such as affordable housing, community centres and so forth, were met.

That concludes my opening comments. I'd be very pleased to take questions on it.

**The Chair (Mr. Grant Crack):** Thank you very much, sir. We appreciate that. We'll move to the government side. Ms. Damerla.

**Ms. Dipika Damerla:** I think MPP Cansfield has a question that she'll go with first, and then I'll follow up.

**Mrs. Donna H. Cansfield:** Thank you for your presentation. Maybe if I could find a way to put this—

one of the presenters who just spoke to us, Mr. Rafi, from the Pan Am Games, spoke about the whole issue around how we were going out and sharing the good news, if you like, with the world. I presume you have some of those initiatives as well under way in terms of what you're planning to do. I'd like you to share those with me.

**Mr. John Campbell:** Yes—

**Mrs. Donna H. Cansfield:** I know that one of the things—just so I can get this on the record—was that the Pan Am Games had actually been in Sochi for the Olympic Games, and that is not true. Our mascot was not there. I'm going to presume that your mascot was not there either. That's the wonderful world of tweeting and whatever. It can provide a misrepresentation or misconception.

I am interested in what you're planning to do and how you're working with the—

**Mr. John Campbell:** It has been a challenge, because it's very difficult to get communities outside the immediate area interested. Our view is that this isn't a neighbourhood asset or a city asset. This is a national, provincial, regional, city asset that we're building, because we are the economic engine of the country. But it has been challenging to get the word out.

In the first few years, we had huge public cynicism because we've had 200 years of studies, and now we're finally doing it. So there was that built-in resistance and cynicism. Now that people can actually see what's going on, I think the tone has changed, and they see that all these plans are coming to fruition.

We're mostly looking at how to expand that knowledge base, and we're focusing this year in particular on advancing through social media. Right now, our business model is basically funded by grants, so we try to put that into the project, as opposed to self-promotion. But we are trying to get the word out to the entire province and beyond the 416 area. This is a regional, provincial, national asset that we're building. So it's mainly through social media plus our own website and those kinds of things.

**Mrs. Donna H. Cansfield:** Thank you. I'll give this back to my colleague, but I just wanted to make a comment as a former Minister of Natural Resources. I have to say how pleased I am to see something being done with that particular brownfield and the fact that it has been revitalized. I think that's very important, but also how you've kept the component of the park. If there's anything that really needed to be cleaned up, it was the whole Don River and the basin, especially at the bottom, and looking at how that can be managed in a way that benefits everyone, particularly those who live there. But it's a benefit to the entire city.

**Mr. John Campbell:** There's two points that I'd respond with. I appreciate your comments. I think what we have learned in looking at other cities around the world is that great cities are defined by their great public realm and their parks. It's not the buildings; it's really the experience you have as a citizen walking around that defines what a great city is.



In particular, in the Don—Corktown Common, as it's now called—it's a dual purpose. It acts as a 17-acre, city-wide park, but it also acts as a huge flood-protection landform that frees up all the land that was frozen, the old Ataratiri lands. In fact, it protects all of the eastern part of downtown from floods.

If we had the flood that we have to design for—you have to design for a certain number of years cycle or a large event that you've just had. Well, we had Hurricane Hazel in the 1950s, so that's what we have to design for. If we have a Hurricane Hazel in the Don River watershed, we actually will have two thirds of the water of Niagara Falls coming down through the corridor, and you'd have water in the lobby of Brookfield Place on Bay Street.

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The first thing that we've done is build the flood protection landform with a park on top that acts as its double duty. We have more to do. There's a second phase we have to do in the Portlands, but it is a key element in transforming that area.

**Mrs. Donna H. Cansfield:** Thank you. You've also protected the biodiversity in that area, which is also very important because it is a significant bird and small animal place as well, so thank you so much for what you've done.

**Mr. John Campbell:** Well, that's great. We actually have a sustainability framework that defines how we design this, and that is an important element.

**The Chair (Mr. Grant Crack):** Thank you. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Mr. Campbell, for coming out today and for that wonderful presentation. I do want to say that when I read on your resumé that you were part of the leadership role in building BCE Place—I just have to say, that's one of my favourite buildings in downtown Toronto. I still remember the first time I walked in and I saw this old facade preserved and this absolutely beautiful atrium built on top; a marvellous job. I'm pretty confident that we're in very good hands with you here with the Toronto waterfront.

You bring all of this experience, and I just wanted to ask you a few questions around that, if you don't mind. Could you tell me how long you've been with Waterfront Toronto?

**Mr. John Campbell:** Since the spring of 2003.

**Ms. Dipika Damerla:** What other organizations did you work with before Waterfront Toronto?

**Mr. John Campbell:** I worked for the Brookfield organization for, I think, 12 or 13 years; I had a number of roles in that capacity—the development of BCE or Brookfield Place, as it's now called. I ran a national property management firm and I also was involved in, I'll call it, their initial foray into high tech for a couple of years, Brookfield Ventures. Before that, I worked for Bimcor, which was the pension fund manager for the BCE group of companies, for about three years as part of their cleanup team, post the 1986 scandal. I went in as part of their cleanup team. Before that I worked for Bell

Canada in their real estate department doing construction and construction management.

**Ms. Dipika Damerla:** Thank you for sharing that.

Just moving on to the athletes' village itself—actually, I was very intrigued to hear about some of the flood protection measures that you were talking about, because certainly after the last summer flooding in parts of Toronto and Mississauga, we're very sensitive to that. It's good to know that as we build forward, you're already not only ensuring that the construction doesn't add to flooding—if anything, you're making sure that as you construct, you protect from flooding, so bravo to that.

The athletes' village, for whatever reason, has been one of the most scrutinized parts of the games so far. Perhaps you could tell us about the partners that you've been working with in order to build this large, very unique project.

**Mr. John Campbell:** I think one of the reasons it gets a lot of scrutiny is, in any bid—from what I'm told; I'm not an expert in this at all, but I'm told by others that the village is the core element of any bid because that's the experience the athletes and visitors take home with them. You may have a pool in Scarborough and a stadium out in Hamilton or whatever, but the experience they feel, it's all in the village. That's a critical element in the bid, and I think that's why we were successful in the bid, because we were well along in that exercise.

Our role really was, as you know, because the province is basically the financial backstop for the games—the province wanted to make sure their procurement agency was the one bringing it on stream, which is fine. The only exception was the village, because there, there were legacy attributes they wanted to ensure.

This is an interesting situation because, unlike London, England, as an example, where the village was purpose-built for the games—they're going to try and figure out what they're doing with it afterwards, and I think they're having some difficulty. We're building exactly what we told the community we were going to build before the games came along. We're building a mid-rise on the main streets, stacked townhouses on the side streets for family; we're building the community housing that is the right end use, and we're just temporarily using it for the games, whereas London has built these very large, squat—I don't know how to define them—they're like bunkers—and they're trying to figure out what to do with them now. So I think we've got a good situation where we're using the games to advance the right end outcome.

**Ms. Dipika Damerla:** Thank you, Mr. Campbell. I think you're spot-on about that. I feel the same way. In fact, I was talking about it in my earlier round of questioning. These games have been planned from the get-go with the idea of what we do after the games with everything that we've built. Certainly, the athletes' village is the jewel in the crown in terms of post-games use.

I heard you say, rhetorically, I think, that after 200 years of planning, finally something is being done on the West Don Lands. Could you tell us how it came about that it was selected as the site?



**Mr. John Campbell:** I think it was selected as the site because of timing more than anything else because, in fact, we were under way. We had the municipal approvals and we were under way developing it and putting the infrastructure in. It was just very timely that we could pick a location that was already being built, and so it gave great credibility to our bid.

In the fall of 2009, when we went down to Guadalajara, where they chose the next games after Guadalajara, the Saturday before the decision, the new governor of Jalisco decided to change the location—the equivalent of from West Don Lands to Mississauga, 18 months before the games. That threw them into quite a fit.

In our bid, we were saying, “Look, we’re building anyway,” so we provided a great deal of certainty that the village was going to get built. I think that really helped our bid.

**Ms. Dipika Damerla:** Would it be fair to say that the games have actually sped up your development plans for the West Don Lands?

**Mr. John Campbell:** Oh, absolutely—I would say by at least five years. When you look at the development before that, we had River City being done by Urban Capital, which is probably four phases, a total of 1,000 units. They’ve done their first phase; their second phase is under construction and they’re thinking about getting into the third phase. That’s maybe 750 units. We’ve got all this area, but we’ll have half done by the end of the games, so it’s a huge catalyst.

**Ms. Dipika Damerla:** I already heard you talk about what the development is going to mean to the area and the city, but could you also talk about any spinoffs that this kind of revitalization project might have?

**Mr. John Campbell:** One of the things that we’re all struggling with when we look at trying to build a mixed-use community is that affordable housing is a real challenge. We all know that. We have provided land, but who’s providing the extra dollars? I think the fact that now the games have generated a YMCA at George Brown and a couple of affordable housing buildings is absolutely phenomenal. These are things we would struggle with. I think there’s a huge legacy for the community that wouldn’t have been there otherwise, probably.

We had already been dealing with YMCA and George Brown, but we hadn’t been able to finalize a deal, and then the games came along and that accelerated everything and that got put into the hopper, so we have that now as well.

**Ms. Dipika Damerla:** Would it be fair to say that these are perhaps the first games in the history of these games where the village is being turned in part into a residence for university and college students?

**Mr. John Campbell:** I don’t know. I’d like to say yes, but I don’t have enough background in the games, per se, to be able to say that.

**Ms. Dipika Damerla:** What would you just say to critics who say that it’s a poor investment for the province to spend on building this athletes’ village and the legacy pieces that it’s going to offer after the games?

**Mr. John Campbell:** I think that’s the wrong message. I think that this has been a great-news story—not just a good story; it’s a great-news story. We’re building a community. The whole east part of downtown—the perception has changed. It was a real sort of down-at-the-heels place. It’s not. It’s now the next new sustainable great urban design and great public realm. I couldn’t agree less with that statement. It’s really, I think, a great-news story that has advanced redevelopment and revitalization. It has allowed us to really revitalize—it’s not just real estate; again, it’s about this public policy—in a way that I think is a great city-building endeavour.

**Ms. Dipika Damerla:** You’ve seen a lot of real estate deals and transactions, so could you speak a little about the financing of this project and what makes the financing unique?

**Mr. John Campbell:** We were engaged in partnership with Infrastructure Ontario, so I can’t say a lot about it. We were there, kind of managing the front end with them and doing the procurement. I think that once it got into the contractual arrangements, I took that over. We’re, in a sense, effectively owned by three governments, so in some cases we’re trusted by all three and in some cases we’re not privy to any of the privacy issues. We’re not privy to treasury board documents.

I know that, for example, we’ve got good procurement. We’ve got a great team in there. The overall price tag was around \$514 million for the village, for the basic housing, the buildings and the servicing for the temporary pads and so forth, but other than that I don’t know a lot of details about the intricacies of the contract arrangements.

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**Ms. Dipika Damerla:** It just seems like such a unique project. I’m just curious: Has this project won any awards?

**Mr. John Campbell:** Oh, yes. I don’t know which ones it has won. We’ve won over 60 awards in the waterfront for the last 10 years, but I’m sorry I can’t tell you; I don’t have them divided up by project. We’ve won awards for Corktown Common, for the precinct planning and all kinds of stuff. We won an award for our public consultation process. I’d have to go back and check which ones—we’re focused on the West Don Lands.

**Ms. Dipika Damerla:** Yes, I’d be curious to know.

**Mr. John Campbell:** We’ve won a lot of design awards, because we have been out making sure we attract the best and brightest people.

**Ms. Dipika Damerla:** The previous presenter spoke about how accessible the games are in terms of people with disability issues and that sort of thing. Could you speak to the accessibility of the village?

**Mr. John Campbell:** That’s been designed with all those considerations in mind. I don’t have the details. I’m not an architect, so I can’t tell you the curb heights are this much or this high, but clearly we’re building a modern, up-to-date village that includes all those attributes for curbs and—

**Ms. Dipika Damerla:** Yes, it would have to, because I’m going to assume that the Parapan athletes would be living there as well, so it would automatically have to be.



**Mr. John Campbell:** Yes. Initially we had some challenges, because we're building in a certain area. We're trialing a new street typology called woonerfs—it's a Dutch term. It's a street in which no one has the right of way. It's not signed, so cars, bicycles and pedestrians all mix. As a consequence, everybody looks after everybody else, so people take care. It's not the typical way, where you have curb-to-curb black asphalt, I'm the driver and I've got the right of way. In this particular case, no one has the right of way. It's a pedestrianized surface.

But one of the challenges we had was how to deal with the visually impaired, because they were relying on the curb. We've had to think about new ways of making sure we also look after the visually impaired, on top of this new street typology.

**Ms. Dipika Damerla:** That's fascinating.

It's always good to have an economic story behind these good-news stories. Could you speak to how many jobs the construction of the athletes' village is going to lead to?

**Mr. John Campbell:** I don't know if we have them broken down, per se. The information I have was, in a sense, the global number of jobs we've created. I don't have it broken down by the West Don Lands—by precinct.

**Ms. Dipika Damerla:** Thank you. No more questions.

**The Chair (Mr. Grant Crack):** You're all done? Nine minutes remaining. Thank you very much.

We'll go over to the opposition. Mr. Jackson.

**Mr. Rod Jackson:** Thank you for coming in today. I appreciate it. I know you're a busy guy and you've got other things to do, so I really appreciate your time.

**Mr. John Campbell:** There are a few things on our plate.

**Mr. Rod Jackson:** Yes, I bet, so I really do appreciate your being present.

Can you outline for the committee your involvement with TO2015 and with the secretariat?

**Mr. John Campbell:** Yes. Typically, we deal with each government through our own secretariat, so we report to the Ministry of Infrastructure. There's a secretariat there that we deal with for funding and for all these issues. We've met the Pan Am secretariat, and we'll probably have more involvement with Toronto in 2015, looking at ways that we can leverage each other's activities to try to promote what we're doing.

For example, Saād and I have been having discussions. We want to look at an event this summer, a celebration one year ahead of the games starting. So we're looking at how we can work with them to use the waterfront or other areas as a venue.

We're looking at how we can use the areas all along the waterfront for informal venues. For example, I did make a presentation to Saād's predecessor about looking at Queen's Quay as, perhaps, our Robson Square, because Queen's Quay will be built out in the spring of 2015. It's an absolute nightmare right now when you go down there, but it will be absolutely spectacular in the

summer of 2015. It will be Toronto's new signature street. So how can we use that to our advantage to bring visitors there for informal celebrations, for example? There's a lot of that discussion going on.

We have a public art program that we're working with. One of the unique attributes we have is that, because we're the master developer of large areas, we can do things differently. By that I mean that typically in Toronto, like most major cities, developers have to put 1% of the hard cost of projects into public art. Well, it ends up being what I call band-aid art—a bit here and a bit there.

What we've said is, in West Don Lands, for example, let's create a community art program. We'll front-end the money and, through the city's help, we'll go to developers and get their 1% afterwards as they bring buildings on stream, so we get a community-wide public art program that puts public art in very visible, prominent public places and avoids what I call the tacky sort of band-aid art that people stick in their lobbies and backyards and so forth. It gets a bit more value. Those are the kinds of things.

So on East Bayfront—we're looking again at the waterfront—are there ways we deal with Toronto 2015 to look at what they're doing and incorporate some of those themes in our public art program, as one example? It's rather informal, but we are working with them to try to take advantage of each other.

**Mr. Rod Jackson:** So it's an informal relationship.

**Mr. John Campbell:** Yes.

**Mr. Rod Jackson:** You said something interesting: that this project would have been built anyway at some point, within probably the next five years I think is the number you used. What would the funding model have been if the Pan Am Games weren't coming to Toronto?

**Mr. John Campbell:** It would have been our typical funding model, which is basically that we provide the infrastructure investment through government grants and we sell pieces of government land to the private sector for them to develop the buildings.

The challenge would have been—it's easy to build condos; you can build condos till the cows come home these days, but the hard part is, how do you get the other community facilities, like the George Brown and the YMCA and the affordable housing? Those are real challenges.

**Mr. Rod Jackson:** So, if the Pan Am Games weren't coming, the funding model would have seen a return on the investment, correct, the actual monetary investment?

**Mr. John Campbell:** Yes. I mean, I think our model is, all the money we get gets plowed back in; it just gets cycled like a revolving loan.

**Mr. Rod Jackson:** Right, sure. Before I move into the second part of that question, I actually do have some clarification I'd like to ask you about. In your document—I'm not sure what page—this one right here.

**Mr. John Campbell:** Yes, 2.6, the first six projects we got—yes.

**Mr. Rod Jackson:** Yes. The Pan Am athletes' village is in there as \$814 million. Is that a current number?



**Mr. John Campbell:** Oh, that's the retail—sorry. Thank you. That's the development value, not the cost.

**Mr. Rod Jackson:** That's the cost?

**Mr. John Campbell:** No, no, it's not the cost. It's the development value, so the retail value of the project.

**Mr. Rod Jackson:** Okay. So it's my understanding that this is being funded entirely by Infrastructure Ontario. Correct? The building, not the retail value—so \$709 million is what we're told is the—

**Mr. John Campbell:** Infrastructure Ontario is paying \$514 million—I think that's the gross price they're paying the developer for the village. On top of that, there are investments in infrastructure that have been made.

**Mr. Rod Jackson:** Okay. Are you aware of what the return is after the Pan Am Games are over, to the government, after having made that \$709-million investment?

**Mr. John Campbell:** Other than our calculation of the tax return, meaning the indirect and direct taxation revenue, which we've calculated in the presentation.

**Mr. Rod Jackson:** Right. So we were told that the return could be anywhere between \$63 million and \$70 million, which is a very small percentage of that \$709-million investment, I'd say. Wouldn't you find that a little disturbing as a return on investment?

**Mr. John Campbell:** It depends what you're getting for it. I mean, if you were strictly building high-rise residential condos, yes, but I think you're building community facilities as well, so that's a big value.

**Mr. Rod Jackson:** Who takes ownership after the Pan Am Games are over? Who owns and is responsible for the Pan Am athletes' village?

**Mr. John Campbell:** The city effectively picks up the public realm, and the YMCA and George Brown pick up their individual ownerships, of course, and the market condos go to the owners who buy them or have bought them, and then the balance of the undeveloped land stays in the joint venture within the boundaries of that village, and they basically sell the units afterwards. So their model is interesting, because it basically minimizes the amount of pre-work you have to do to house the athletes and the visitors. It creates a sense of place, and they'll enhance their return by building on the blocks that are left over afterwards.

**Mr. Rod Jackson:** Would you be able to tell me who is actually benefiting from the remainder, after the \$63 million or \$70 million is returned to the government? Who actually benefits from that remaining \$600 million-odd? Who actually takes control of that capital investment and benefits from that investment after the government has walked away?

**Mr. John Campbell:** Are you referring to the money that the joint venture is putting in?

**Mr. Rod Jackson:** I'm talking about of the \$709-million total investment by Infrastructure Ontario, there is projected between—I've heard two numbers: \$63 million and \$70 million. The remaining amount then, my understanding is, from the deputy minister, or ADM, rather—sorry; I've forgotten his name—from the last committee meeting told us that then the keys are handed

over to the developer, and the government walks away, getting the benefit of low-income mixed housing and George Brown and the YMCA. All decent investments, but what I'm trying to find out is, who is benefiting outside of the YMCA and maybe the Toronto housing corporation? A non-entity won't own it. So who's going to own it, and who's going to benefit from that investment?

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**Mr. John Campbell:** It'd be broken up into eventually. The developer will basically get returns on those lands that he has that are—"leftover" sounds pejorative—but lands yet to be developed. He'll get a return from that. Arguably, we're all going to benefit from that, because we're building on a great part of the city.

**Mr. Rod Jackson:** Well, everybody in Toronto will. I don't need to tell you that the rest of the province is actually—I know in Barrie alone, my own riding, there's a dramatic need for housing. So for almost a billion-dollar investment to be made in one spot in Toronto when there are other places—in Haliburton-Kawartha Lakes-Brock, I'm sure, and Hamilton East-Stoney Creek, there's also a dramatic need for this type of investment. What makes it so special that the rest of the province should pay and feel happy about paying \$709 million with a \$63-million return?

**Mr. John Campbell:** Well, I think that you're getting into the kind of political spectrum, which is not my—

**Mr. Rod Jackson:** Well, you're in a political committee, and you were invited to be here, so welcome to the big show.

**Mr. John Campbell:** Toronto is the economic engine of the province and of the country. We're growing as a city—or as a region, rather—by 100,000 to 110,000 people a year. We've got to sleep somewhere. That's where the job growth is. That talent pool is coming in. It's creating great wealth for all of us.

**Mr. Rod Jackson:** So everybody should move to Toronto.

**Mr. John Campbell:** No, I'm not saying that. I know there's probably another problem with rural depopulation, which is another issue that probably we'll have to deal with later on, because we're urbanizing very quickly, but—

**Mr. Rod Jackson:** I wouldn't call Barrie rural. I wouldn't call Hamilton rural. Not everywhere else outside of Toronto is rural, sir.

There is a lot of scrutiny on this development. It's not because it doesn't meet a need that's not here; I'm not saying that. I'm trying to get to the bottom of what this investment is going to get the people, the taxpayers, all over Ontario. It is getting the scrutiny it is because it is the single-highest investment that's being made in the Pan Am Games. It is the biggest ticket item. When we're getting such low monetary investment return on it, yes, it's causing some concern.

It was in the Pan Am TO2015 bid book. There are pictures of you with Ian Troop and the minister—I think Minister Sousa at the time—touting its benefits, yet it



still wasn't included in the TO2015 budget, although it appeared in all their marketing material. That's where the controversy came in, not in the value of it, not in what it's going to bring to the people of Toronto.

If I'm you, and I'm in your boots, I'm extremely happy about that investment. I would be. But we're all here in this Legislature representing Ontario, and our question is, what does the rest of Ontario get from this investment? If it's \$63 million—which is a very meagre amount to give back into the coffers—so that there can be a Y in downtown Toronto, and George Brown students could have a residence, and some more low-income housing provided, I find that disturbing, frankly.

I'll pass it on to my colleague here, if she has any questions.

**Ms. Laurie Scott:** My colleague spoke of figures: the \$709-million expense and the \$69-million, maybe, return. Who's profiting in the middle? You're going to have housing, but is there not someone making a big profit somewhere in the middle of this?

**Mr. John Campbell:** Well, the developer is obviously getting—by the way, I should say up front, those numbers you quoted, I'm not familiar with those numbers—

**Ms. Laurie Scott:** Okay. So we'll say ballparking.

**Mr. John Campbell:** We only see our numbers, which are a smaller portion of that. We know that we've invested so much in the West Don Lands—rather, you have, through us—but I don't have access to the information that you're getting from Infrastructure Ontario and the deputy minister. So I'm sorry.

As far as who's benefiting from it, I presume that it was a competitive process and we had good bids at the table, and I presume that we're getting a competitive price.

**Ms. Laurie Scott:** I caught most of your presentation, and you were comparing—London just had the games, but compare anywhere, if you want to. Is this normal practice, that this much is invested by taxpayers or whoever is hosting it?

**Mr. John Campbell:** I really can't—

**Ms. Laurie Scott:** I mean, I don't have a lot of experience—

**Mr. John Campbell:** I don't know. I'm not sure. I'm not an expert in games. We're invested in the waterfront, and I can tell you a lot about waterfronts, but I can't tell you a lot about Olympic Games or Pan Am Games or Commonwealth Games.

**Ms. Laurie Scott:** Okay. You're a businessman, obviously—

**Mr. John Campbell:** I don't know how this compares—

**Ms. Laurie Scott:** Obviously, it's just striking a note that we're pretty concerned about. We're here to protect taxpayers' money. Yes, I get a little portion of the Pan Am Games coming up to my riding, and that's fine. But there have to be some accountability measures, because right now, it's pretty tainted out there about the accountability for the games. I know you're kind of in the middle of it. It's just that I think when you take on a project like

that, and you look at what has been done by the government, you get a little worried that this is not a great investment. You obviously get suspicious of who's making the profit. We don't mean to personally attack you here, so I don't want you to feel that way.

**Mr. John Campbell:** No, no. It's quite all right.

**Ms. Laurie Scott:** We're trying to get to the bottom of this and say, "Why don't you just be up front and give us the information we're asking for?"

**Mr. John Campbell:** From my point of view or my perspective, the information I have is that things are going quite well. There's good pricing, and we're getting a good project and good timing. Everything is on track. We're doing very well.

**Ms. Laurie Scott:** Do you think that overall, having games like this—again, it was brought up, I think, in an earlier presentation. We haven't experienced games to this level, or anything like this, for a long time. You've mentioned some benefits that we'll get out of it, and I don't disbelieve you at all.

Overall, do you think we're actually getting the investment that we're making as a province, that we're actually going to get the value, say, in the social side? It's hard to measure, but it's a lot of money. I could be doing a lot of other things with that amount of money that might have a more direct impact—and I could guide it directly—on social improvements or education.

**Mr. John Campbell:** I think that we run on the bottom line. We're focused, when we do our waterfront, and other projects as well, on triple bottom lines, not just on the economic side but also the environmental side and the social side. I think what we're doing across the waterfront, including the Pan Am village, is building communities, not just building real estate.

I think we are, as best we can, trying to ensure we're building full communities that have the services, the community centres and affordable housing, and, as well, trying to ensure that as we build housing out, we're looking at trying to ensure that we build housing for all Canadians. We're trying to build, for example, in our mandate, 5% low end of housing for ownership, and 20% affordable rental. That's the mandate, to make sure we're building mixed communities.

Most waterfronts you see around the world are what I would call enclaves of the über-rich, and normal people can't afford to live there. You go to Melbourne and Sydney and places like that in Australia, and the units are all empty because absentee owners from China have bought them, and there's no community.

What we're doing is building communities. I would say that we are very much concerned about the social mandate and making sure we're building communities as opposed to just real estate.

**Ms. Laurie Scott:** Should there have been more demands put on the developers that are involved in it? I don't know their names, and I don't know the file as well as my colleague does, so I don't pretend to. I know there's going to have to be some investment, probably, by the province, but should there not have been even close to some type of revenue-neutral investment?



When they sell off the market-value ones, for example, are they just getting pure profit, the people involved, the developers?

**Mr. John Campbell:** They've got costs. I think people tend to think that the private sector developers are a bottomless pit of gold. That's not the case. They have pro formas; in fact, it's difficult to meet those pro formas.

They're going to sell those units at probably, let's say, \$700 a square foot. It's going to cost them \$550 or more, or in those ranges. So they're going to need those revenues to pay back the money that they've invested.

**Ms. Laurie Scott:** I don't know if you know the answer to this question; I apologize if I'm not asking a question that's appropriate. Were there a lot of people bidding on the RFP process? Do you know that?

**Mr. John Campbell:** I think we had two or three. I'm not sure.

**Ms. Laurie Scott:** Really? Okay.

**Mr. John Campbell:** I know at least of two names, but I think we had more than that. It's a long time ago, so I've just forgotten.

**Ms. Laurie Scott:** I know. It's just that we're getting close to the deadline, and that's—

**Mr. John Campbell:** Yes, I know. Bovis were one of the bidders. They did the London Games. Dundee Kilmer were a bidder, and—I'm sorry. I've forgotten some others.

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**Ms. Laurie Scott:** Is it the scale of the project? Is that why there weren't more bidders?

**Mr. John Campbell:** It's a big risk, and as I understand it, they had to put a lot of equity in front. So there was a lot of skin in the game. It was challenging.

**Ms. Laurie Scott:** Yes.

**Mr. John Campbell:** Again, I'm sort of talking from the sidelines here. Infrastructure Ontario have a great procurement model, and I think they want to make sure that those who are bidding had the financial wherewithal to deliver. It's a big project.

**Ms. Laurie Scott:** Okay. So we're obviously going to follow that closer, but I just wanted to get your take as to past experiences and bringing them to the table.

I don't disagree. You're right about the models, and I think we can learn a lot from it. When it's coming down the track, we'll try and make it as accountable as possible, but we're in opposition and we're trying to do the best we can. I guess we'll see at the end of the day if it has been of benefit. My colleague did mention that it is a benefit to the city of Toronto people; not so much everywhere else in the province. But we understand. We'll come back for more at a different date maybe—more information.

Can you speak a bit to the city's involvement here? What are they actually going to gain out of this in housing units? Do you know their list for affordable housing? I've got a long one, and I live in rural Ontario. I couldn't imagine how it is here.

**Mr. John Campbell:** They have a long list. Before the games came along, we had done a deal with the

housing corporation for the units on the corner of King Street and River—about 258 units, half of which were mid-rise seniors' housing, and in behind, when you ran down River Street towards the south, stacked townhouses on the side streets. That was the first project that we had done, and that was a very big challenge to do because we don't have an affordable housing program. So the city is taking on those units. They've got a long list. Of course, we held a procurement process for the other two buildings that are part of the village—Wigwamen has won one and Fred Victor has the other one. So there's a mixture of affordable housing operators in the area already. So you've got three now going in.

**Ms. Laurie Scott:** So does this help the city of Toronto and their affordable housing list? How many units is it?

**Mr. John Campbell:** It'll take pressure off this—presumably if Fred Victor and Wigwamen fill 500 units, that's 500 units that don't have to be looked after by somebody else.

**Ms. Laurie Scott:** Are we talking that number, roughly around 500 units?

**Mr. John Campbell:** I think it's around 500 for the two—Wigwamen, Fred Victor and 250 for the TCH building on the corner of River and King.

**Ms. Laurie Scott:** It certainly all helps, but probably it's kind of a drop in a bucket—a big bucket of need that's out there, and it's across the province. It's not just Toronto that has the affordable housing problem.

**Mr. John Campbell:** No. We've done studies on this, and we're still struggling for that magic answer, but, boy, it's tough. What we're mandated with is to make sure that the affordability is 100% of the average rent as defined by CMHC, or, if the money flows down through the city, 80%. When we look at those numbers, that rent will only support a mortgage of so much, so you need about a \$150,000-a-door subsidy on top of the mortgage to be able to make it happen, and that's a lot of money.

**Ms. Laurie Scott:** Astronomical.

**Mr. John Campbell:** Yes.

**Ms. Laurie Scott:** So I'll ask you a question: What do you think of wooden structures? Should they be more than—it's more affordable, if you're talking affordable housing. Do you change the building code?

**Mr. John Campbell:** It's a very interesting point. We've just been involved with a firm called Quadrangle, looking at a submission. We did submit to work on a prototype wood frame high-rise building or a mid-rise building, but were unsuccessful. The government—it was FCM that were doing it, I think—gave it to somebody else. But that is a future possibility of looking at stick frame construction at a higher level.

**Ms. Laurie Scott:** Yes, it's just affordability—getting back to the question of how you provide affordable housing when it just seems that the lists never end everywhere across the province for affordable housing. It's getting harder and harder. I don't know how people buy the houses they buy now. I think they're mortgaged for generations. They'd have to be. It's kind of—



**Mr. John Campbell:** Yes, it's sort of like in England. When you buy a house, I think you buy the mortgage for your children and your grandchildren. You don't pay it off like in Canada.

**Ms. Laurie Scott:** Anyway, it's just questions for the future. From your side, it's a very exciting development, the Don Lands. I know that the MPP from Etobicoke Centre—right, Donna? Yes—brought valid points about doing it in an environmentally sustainable way.

**Mr. John Campbell:** Yes. I think it's a great-news story, and it's not just for Toronto. The waterfront, including the West Don Lands, is a regional, provincial and national asset. To Ms. Cansfield's earlier comments, we've got to get the word out that it belongs to everybody and people should be able to enjoy it.

**Ms. Laurie Scott:** Okay, well, thank you for coming today and talking to our questions. We're just trying to get accountability in the games, so we appreciate your participation in today's committee.

**Mr. John Campbell:** I'm sorry I can't answer—a lot of the information we don't have is sort of held privy by the province. So we have some information but not all the information we would otherwise have.

**Ms. Laurie Scott:** Thank you again for coming to the committee today and making your presentation and answering the questions.

**The Chair (Mr. Grant Crack):** We'll move to the third party. Mr. Miller.

**Mr. Paul Miller:** Good afternoon, Mr. Campbell. I guess I'll start off by with: Would it be fair to say that your organization would oversee contracts awarded to builders and developers? Would you be involved in that?

**Mr. John Campbell:** The answer is, it depends. Our mandate really is to use control of land to bring on developers, and we do contract directly for some infrastructure. In other cases, it's through other agencies. For example, we're funding the TTC for the second platform. We fund TRCA for work in water. We are funding Infrastructure Ontario. There's money flowing out of our budget that goes to Infrastructure Ontario for the flood protection land berm. In some cases we do it directly, and in other cases it's indirectly. It's really quite a mixed bag.

**Mr. Paul Miller:** In your direct cases, would you have a cap on contracts awarded to companies outside of the province—or the country, for that matter? Do you have a cap on percentages? We've had some problems in Hamilton with the stadium contracts being awarded to overseas French companies and other companies in reference to instrumentation jobs and electrical jobs that our people are more than qualified to do in the Hamilton area. The expertise is there, so it wasn't a lack of local input. For whatever reason, they did not get the contract, and there were no really good reasons. You can't talk about Hamilton, but have you had any companies or potential builders and unions complaining about the lack of participation in your process? Are they going to play a huge role? We want to keep the jobs in Ontario. We want to put our people to work. We don't want to be awarding overseas contracts.

**Mr. John Campbell:** I think if you look at our stats I showed, most of the expenditures are in Ontario. Clearly, even where we have cases where we've gone outside for design help, basically they have to link up with an Ontario firm.

I'll talk about design first. When we go for design, we basically canvass the world, quite honestly. But we know that whoever gets appointed has to have a local partner, and that works quite well. So a lot of the—

**Mr. Paul Miller:** Is it a tendering process?

**Mr. John Campbell:** Yes. Well, it's an RFP process. So it's slightly different than a tender. It's not a true tender.

**Mr. Paul Miller:** Okay. Slightly different.

**Mr. John Campbell:** So there's a value equation there.

On the actual construction, I don't think we've got jobs big enough to have a foreign firm want to come in. I think the only case I've seen, even sort of on the edge, was Bovis, with a tender for the village itself. That was the only case I think I saw a—

**Mr. Paul Miller:** Well, they have a French company and a Swiss company in Hamilton that are doing some of the work, which was really upsetting to us—me, representing that area—because we had companies in Burlington, in St. Catharines and in Hamilton that are more than qualified to have handled that work, and they didn't get it. So there was a lot of questions asked around that.

**Mr. John Campbell:** Most of our work is civil work. For example, if you look at our construction managers, they're Eastern, PCL, EllisDon, people like that. They typically hire local trades. That's where most of it is—

**Mr. Paul Miller:** That's what I was trying to get at. I want to see local trades used, because we certainly have the workforce, the ability and the wherewithal to do work in Ontario that would be long-lasting and rewarding.

I believe in September 2010 at the TO2015 Diversity Business Conference, you were a speaker. It was stated: "The speakers will outline opportunities and steps that diversity-owned businesses can take to be involved in the games independently or in partnership with tier 1 suppliers." Could you possibly get some information for us on the structure, the background, and provide an update on that? You did mention it in that presentation you made.

**Mr. John Campbell:** We tried to encourage that by basically making sure that whenever we issue contracts, the information goes out there so the diversity-owned companies can talk to the PCLs or Easterns or EllisDons of the world, to make sure that they are available. When I spoke at that conference, a lot of the people who were there who were, I'll call it, diversity-owned business were much further down the value chain: the guy who manufactures shower doors, or those kinds of things.

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**Mr. Paul Miller:** They weren't large companies?

**Mr. John Campbell:** No, they were more a kind of entrepreneurial small business—

**Mr. Paul Miller:** Which is good for our province, and which is 74% of our province, by the way.



**Mr. John Campbell:** I'm not being pejorative about the companies. I'm just saying that the time isn't there yet, in a lot of cases. If we're doing Queen's Quay Boulevard, for example, we're focused on having hydro, gas, Bell and paving done—all that kind of stuff.

**Mr. Paul Miller:** All the utilities. Would it be possible, then, as you progress and you get into the final stages of this wonderful project, that you could provide us some information on the percentages of local contractors that were used and the percentage of small businesses that you mentioned—the guy with the taps or the guy with the windows? I would like a percentage on that, because some people are concerned that out-of-province, out-of-country, out-of-Canada will benefit from some of this, and that maybe it would better that our local businesses benefited.

As you know, the stimulus from a lot of these projects that I've seen in the past, over the years—secondary and third industries are hugely beneficial, because they supply the big companies with whatever it might be, whether it's electrical, other things, hardware. So I think it's important that you keep track of the contracts that are awarded outside the province and the country, as well as the number of personnel used that are non-Ontario residents. Because, yes, it's a long-lasting legacy we want to leave, but we also don't want to burn our local people—small businesses—and hurt them by bringing competitors in here that shouldn't be here.

**Mr. John Campbell:** In most cases, it wouldn't make sense to bring small competitors in; it doesn't make any economic sense. We have some information on our projects, but I don't have access to, if we do a deal with Urban Capital, as an example—

**Mr. Paul Miller:** Certainly. You'd have only your half.

**Mr. John Campbell:** I don't have access to—

**Mr. Paul Miller:** Whatever you've got, I'd appreciate.

**Mr. John Campbell:** Okay.

**Mr. Paul Miller:** And you could do an ongoing—not every month, but every five, six months, maybe, give us an update on how things are going.

**Mr. John Campbell:** We do certainly track—you saw from the numbers. We know how much is invested locally.

**Mr. Paul Miller:** It's very important to the people I represent. I, too, have three trades. It's very important that what's built in Ontario stays in Ontario, so to speak. I want to maintain that direction, because it certainly would have a long-term asset to our working people.

Who's your main contact at TO2015?

**Mr. John Campbell:** Personally, it would be Saād Rafi. It was Ian before; now it's Saād. There are probably a lot of connections at various levels of the organization.

**Mr. Paul Miller:** Do you, in your role as the waterfront—and we do have a waterfront in Hamilton too, by the way—

**Mr. John Campbell:** Oh, I understand that.

**Mr. Paul Miller:** But do you work in conjunction with other business organizations throughout the prov-

ince for utilization of future endeavours or also for positive input to your projects, or are you just strictly, "It's all about Toronto"?

**Mr. John Campbell:** What we try to do is figure out how we can share that information. Lessons learned have been at taxpayer expense, and we like to have that information available to any other Canadian taxpaying organization. But we haven't found a very good vehicle for it just yet, and we're trying to figure out how we do that.

**Mr. Paul Miller:** I agree with my colleague from the official opposition that we like to think that Ontario doesn't end in Burlington, but the bottom line is that it's certainly obvious that this is our showcase Toronto and we want to reach out to the world. I don't have a problem with that, and I understand that investment is important. But certainly we would like a little bit trickling our way after the events are over, in reference, maybe, to potential backup buildings, especially speaking of housing.

I am in an area that is the second-poorest area in Ontario. Twenty per cent of the people in my riding are living below the poverty level in some very bad conditions. I was hoping that, in the infinite wisdom of the people from 2015 and the waterfront people and all that, they would want to build affordable housing in Hamilton for the games and then for after-use, because we're down about 12,000 units in the Hamilton area that we could use. It's sad. I really don't think that was taken into consideration. Moving athletes, transportation and moving people around a large city like Toronto is certainly a challenge, but also, in the Hamilton area, it certainly would be beneficial to be able to have some legacy buildings. If I had been running the show, I would have had affordable housing in every major—now, I'm not talking every town; I'm talking Welland, Waterloo, Hamilton, wherever the events are taking place. For example, all the soccer is going to be played in Hamilton, everything. Practices, games—everything is going to be played at the Hamilton stadium. Why couldn't we have provided affordable housing? Soccer is one of the biggest events, and it takes in hundreds and thousands of people and teams and things that would be coming into the Hamilton area over that 28-day period. We certainly could have used some affordable housing.

I just wish sometimes people would look outside the bubble and not focus directly on Toronto all the time. That's unfortunate, but that happens.

**Mr. John Campbell:** Yes. I think when you look at the bids, though—again, I'm not an expert at the games and so forth, but what I have been exposed to is that the village issue was a major component of every bid. We competed against Lima and Bogotá. Having the village in one location, which is the experience the athletes share, living there, was a critical part. If we had fragmented it and put it in three or four venues, I doubt whether we would have won the bid.

**Mr. Paul Miller:** Well, according to the last speaker, you do have four satellite buildings that are going to be built, which he informed us of just a couple of hours ago.

**Mr. John Campbell:** For housing?



**Mr. Paul Miller:** For housing. That's what he told us, unless there's some mistake.

**Mr. John Campbell:** Well, that's news to me.

**Mr. Paul Miller:** Maybe you'd better have a conversation with him.

Can you provide a definition of affordable rental and affordable ownership and a breakdown for the 2015 housing—I think you discussed it, you touched on it—in terms of market affordability and other kinds of ownership of the rental housing? You mentioned roughly 500 to 600 units. What would be the involvement of the developer in those things? After the building is completed, does the city of Toronto take control of those units, or is it privatized?

**Mr. John Campbell:** I think it's turned over to organizations like Fred Victor, in one case, and Wigwamen in the other.

**Mr. Paul Miller:** What are they? Are they non-profit organizations?

**Mr. John Campbell:** They're non-profit affordable rental providers.

**Mr. Paul Miller:** And that's for sure, that they will get administration?

**Mr. John Campbell:** That's my understanding, yes.

**Mr. Paul Miller:** Okay. Who set the target or definition for what is classified as affordable, and how many units are to be designed affordable rental or affordable ownership in reference to the private sector? Some of the units are going to be sold by a private developer, whatever he chooses to put in. I've been told that these will be basic, and when the developer gets a hold of them, once again, everything's going to be great, and they're going to fix it up and make it really nice.

Will the value get out of the reach of an average family income? That's what I'm concerned about. You can develop the waterfront, and you can say it's for everybody, but as you've pointed out, all over the world, it becomes top real estate. You know, if you've been in real estate, how that works. So what's your answer to that?

**Mr. John Campbell:** The whole issue of gentrification is a real concern. That's why basically, across the waterfront, we are mandated to provide land for 20% of the units to be affordable rental; another 5% of ownership is affordable—I think they're low end of market, so they're smaller, more affordable units.

"Affordable" is defined by us and Waterfront Toronto as being 100% of the average rents defined by CMHC in the Toronto area. So it's around \$1,150, roughly, for a one-bedroom today.

Now, because there's no funding around, if the city of Toronto provides the funding or it flows through the city of Toronto, they have another criteria which says, "No, if we provide the money, it has to be 80% of that level." So it's roughly \$850 or thereabouts.

Those are the two definitions. We have our definition, but it's superseded by those who fund.

**Mr. Paul Miller:** What's your total budget for the 2015 waterfront projects? Do you have a number for that?

**Mr. John Campbell:** Oh, yes. We—

**Mr. Paul Miller:** It's not going to double like the security one, then?

**Mr. John Campbell:** No, no. Our first business plan is about \$1.8 billion, and we're now looking at what we're calling Waterfront 2.0, which is the next half of our mandate. We have a 20-year mandate, so the next half is probably \$1.5 billion.

**Mr. Paul Miller:** So \$1.5 billion on top of \$1.8 billion?

**Mr. John Campbell:** Yes.

**Mr. Paul Miller:** So you're looking at close to \$3 billion over a 20-year period? Okay.

You mentioned earlier that you're satisfied that you're on target, and you're happy with the progress and—

**Mr. John Campbell:** I wish it was faster, but—

**Mr. Paul Miller:** Have you given yourselves a cushion, a two- or three-month—because we do create weather. There's weather and problems, as has been mentioned before. Have you given yourself a cushion so that you can meet the deadlines that are in place?

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**Mr. John Campbell:** Yes, I think so. I think the one project we have that we really want to make sure we get done for the spring of 2015 is the Queen's Quay revitalization, which is a very complicated project. We've been hit by weather; this has been the coldest winter, I think, since 1949.

**Mr. Paul Miller:** The weather from hell.

**Mr. John Campbell:** Exactly. So we've had challenges down there, but we'll be on track for the spring of 2015.

**Mr. Paul Miller:** Has Waterfront Toronto been part of any discussions or information around games transportation and security? If you have, what contributions have you brought to the table on these types of demanding issues?

**Mr. John Campbell:** No, we have not been engaged at all with the operations of the games in any way. We are, in a sense, a partner in the capital investment of the village, and that's pretty much it for the games.

**Mr. Paul Miller:** Do you meet on a regular basis with—I guess it would be Saäd now, and all the other organizations that will be primary in the construction and development and final after-use? Do you have meetings all the time? Does the left hand know what the right hand is doing? Because I know that in projects of this size, there have been some nightmares. I was around, believe it or not, in Montreal for the Olympics. You know what happened there with the Big O. The people of Quebec and Canada were paying for 22 years on some real nightmares. Mayor Drapeau got himself in a lot of trouble. I do remember those times.

**Mr. John Campbell:** We have not been engaged in any capital works outside the village, so I have no knowledge of the pools or the Hamilton stadium. That's not our involvement.

On the village, I think, we're comfortable that—we've done the preliminary work and we're sort of monitoring



other work that's going on, so we're dealing regularly with Infrastructure Ontario and people like that on the capital side. The procurement model there, bringing Dundee Kilmer in with a very, very tight procurement model, really, is kind of—you can't get involved too much because you don't want to be accused of interfering, and they're going to go, "Well, wait a second. We didn't meet our dates because Campbell said to do this." It's kind of hands-off: Let them do their thing and make sure they're accountable for the end result.

**Mr. Paul Miller:** Do you have a contingency fund set up for any possible overruns? Why I say "overruns" is that, from my experience in construction over the years, I've seen many companies whose eyes were bigger than their pocketbooks. A lot of them ended up going bankrupt halfway through a process. Our projected costs, in a lot of cases, triple, or double or quadruple. Has the waterfront organization with 2015 got anything for a contingency for those types of things? Because I know for a fact that when things aren't running—and at the last minute, when we want to get everything ready for the world to come see us, the last couple of months could be very expensive because of the replacement of bankrupt companies or an increase of necessities by the Pan Am committee that comes in, that we may not have met their requirements. Have you got money from both organizations set aside for such a project?

**Mr. John Campbell:** No. You have to go back to our funding model, which is very unique. Basically, our projects are funded through contribution agreements, and we do not have the luxury of being able to take money from this account and move it to that account. They're very, very much contained in separate bank accounts—well, one bank account, but separate funds. If we're under in one project, we can't move the money across to another project.

**Mr. Paul Miller:** What you're telling me, then, if you cannot move it around and you're on a tight schedule and you have to stick to that model—are you telling me that—and, just off the cuff, do you believe that the things I mentioned could happen? Do you believe that there could be some problems without contingency funds that may crop up in the next 16 months?

**Mr. John Campbell:** Not in the village. I'm comfortable there because the developer has a lot of skin in the game.

**Mr. Paul Miller:** There are a lot of other projects.

**Mr. John Campbell:** The project that we have is not really an official Pan Am project, but we're trying to get it done. Everyone's coming to dinner, so you've got to make it look nice. We're trying to ensure that the Queen's Quay boulevard is done. We're seeing some budget pressures there, some time pressures. It's a very complicated project, and we've got time issues.

Our way of dealing with contingencies is that we have certain land assets that we can mortgage or sell. We can't mortgage them today because, in fact, we don't have the powers to borrow, but that's hopefully coming through the government in the next few months. We have to look

to our other potential sources of revenue to cover off any kind of overages that we would have.

**Mr. Paul Miller:** As you're aware, and I'm sure you've read through some of the criticisms—the opposition parties were concerned about the lack of joining in the total cost. In other words, the Pan Am village was separate from the original projection. Now we find out that the security has doubled; it was not part of the original amount that the minister brought forward. We've gone up close to \$1 billion more on things that we felt we were told that that was it. All of a sudden, we're getting all these surprises that were not tied in.

With all due respect to you, do you have any surprises for me, or are you okay?

**Mr. John Campbell:** I think we're okay.

**Mr. Paul Miller:** That's good to hear. How much time have I got left? I'm starting to paddle now.

**The Chair (Mr. Grant Crack):** You're doing quite well: 4:35.

**Mr. Paul Miller:** You know what? I think you've answered my questions. Thank you, Mr. Campbell. You can have my four minutes for a break.

**The Chair (Mr. Grant Crack):** We can move to the next round, which will be a 10-minute round. We do have time; is there will for a five-minute break?

**Ms. Dipika Damerla:** If he wants a break, sure.

**Mr. John Campbell:** I'm good.

**The Chair (Mr. Grant Crack):** He's fine. Ms. Damerla: government side.

**Ms. Dipika Damerla:** Thank you, Mr. Campbell, once again. On the issue of value for money, I was just thinking about it while listening to some arguments here. What I see, is for the \$814 million, not only are we going to get some money back from the city of Toronto, but I see we've leveraged that into \$2.6 billion of additional investment. As a business person, how good is this return? I did some quick math: For every dollar, it's about \$3 back in additional investment. I just wanted your sense on that.

**Mr. John Campbell:** Well, I would call this the tip of the iceberg. These are the initial six projects. Real estate has a long gestation period. So we've done all the infrastructure, and the first six projects are going to generate \$2.6 billion, another 800-million-some-odd dollars of direct and indirect tax revenue, I think, getting great returns. So even in the first handful of projects, we're paying back the seed capital. That's not to speak of the other projects that are going to come along stream, because we've done the infrastructure, or those projects that are in some way catalyzed by the fact that we're focusing on that part of town, and people say, "Oh, that's a great place to invest."

**Ms. Dipika Damerla:** I worked at a bank, and I ran a small business. I do know that if I was investing and for every dollar that I invested, I could get others to invest \$3, I'd be doing pretty good.

The government is in the business of economic development and social development, so if we've put forward \$800 million for economic and social development,



and we can leverage that into \$2.6 billion of economic and social development, how would you characterize that?

**Mr. John Campbell:** It's pretty good.

**Ms. Dipika Damerla:** Thank you very much.

**The Chair (Mr. Grant Crack):** We'll move to the opposition: Mr. Jackson.

**Mr. Rod Jackson:** We're going to pass.

**The Chair (Mr. Grant Crack):** We shall move to the third party: Mr. Miller.

**Mr. Paul Miller:** I'm a little disappointed; I thought I was going to get a little help there with time.

All right, I'll go into an area that you probably are going to tell me that you're not an overseer of. But I just want to get your opinion on it, because obviously, you have a ton of experience.

As you know, we had some trouble with the G8 and G20 security. Of course, the security of the village and the security of the waterfront projects and everything would certainly fall under that 28-day period where the government and the taxpayers are responsible for protecting the athletes and our citizens.

How do you feel about the fact that a private company from the States, that had made several errors in the Vancouver games—they also operated illegally in Ontario for the G20 summit, and they were fined. The Ontario Provincial Police laid a string of charges in March against this company, CSC, Contemporary Security Canada. They're not really from Canada. They're from the States. They have a satellite office in Vancouver. They call themselves Canadian. They agreed to pay a \$45,000 fine for some of the unqualified efforts they made.

1720

"The Ontario Provincial Police laid a string of charges in March against CSC, including three counts of offering security services while not licensed, two counts of failing to ensure proper uniforms" for their people "and one charge of hiring" unlicensed guards who were not trained "for the G20 and G8 summits. Many of its top executives were also charged" for lack of due diligence. It was worse than that, but I'll be nice.

"The crown dropped most of those charges—including the more than 20 against company officials—on Friday, telling the court that it was the RCMP that solicited CSC's business"—convenient for them to drop it—"and granted the contract without considering bids from other, licensed Ontario security firms."

I'm getting back to that point about jobs in Ontario. Now, this company is in the final two for the bidding. They had a 10-company list that they shortlisted down to five. Now they're down to two, and this is one of them. Not only has this company been charged and last time operated in Ontario without a licence—and some of their executives were of questionable conduct—but now the provincial police, who laid the charges, are saying they can go with these guys. But now they're saying they don't want to do that, because they really were working for the RCMP.

What I'm trying to say is that nobody knows really who hired these guys, or at least they're not telling us, and now they're going to be taking care of your village and probably all the other security systems within the games outside of here, outside of Toronto—I'm sure they'll be in my town too. I have local firms that are very upset, because we have the expertise, and our people—I hate to brag—are way better trained than anything this company could bring forward. They've done many, many venues—smaller, but venues. Why aren't the Waterfront people—security certainly falls under your direction during those days—talking with Saād and the OPP and the Mounties, or CSIS for that matter, whoever is involved? Security is going to be a huge cost and a huge part of the games, and we certainly want to make everyone safe and feel welcome in Ontario, without any incidents.

Have you had any discussions about security for the games?

**Mr. John Campbell:** No. That's not our mandate. Our mandate is really to invest in capital—

**Mr. Paul Miller:** Well, with all due respect, I've heard that from four different people who are saying, "That's his job." No disrespect to you. I heard it from Saād. He said, "Oh, no, I don't handle procurement," and the procurement people, "Oh, I don't handle that."

Well, folks, this is probably the biggest thing that's ever happened in Ontario. You would think that everybody would be in the boat, rowing with the same oars, but I don't think that's happening. Things fall apart and start to cause problems when the left hand doesn't know what the right hand is doing, or doesn't care or doesn't want to be involved, and only cares about their little piece of the pie.

To make the games successful, the pie has to be whole and everyone has to know what everyone else is doing. I'm really concerned that leadership—present company excluded, of course—in these venues and these events is not coordinated; they're not working together. Every presenter today has told me how wonderful everything is. I've got nothing to worry about, and it's all going to be great. But when I hear people say, "Not mine," "Not mine," "Not mine," that sends up the alarm bells.

I think, with all due respect—this is more of a statement than a question—that you guys had better get your act together, all of you, because the bottom line is that this could end up not good if you don't know what the other guy is responsible for or what he's doing. If you say, "I'm not responsible for this"—yes, you are, sir. You're part of this big project that's going to happen for Ontario for the first time in our history, and all the people in positions like yours should be aware of what the other guy is doing.

**Mr. John Campbell:** I'm actually surprised. Your comment sounds very legitimate, but it comes as a surprise to me that someone clearly hasn't been appointed as being responsible for security. To say it's all fragmented is somewhat surprising.

**Mr. Paul Miller:** It is, and I'm just trying to get a handle on it, because obviously, when we're 16 months



away, I'm concerned that—once again, I hate to use it as an example, but if people are rowing in different directions, it certainly could cause some chaos and last-minute blunders and running around at the last minute.

As I said to Saäd, one of my favourite savings is the five Ps, "Prior planning prevents poor performance," and I'm really getting this feeling—I get these feelings once in a while—that not everybody knows what they should be in charge of or what they can be in charge of, where they should take a proactive role in making this a successful games.

When I hear five major agencies that are involved in the Pan/Parapan Am Games say to me, "Not my responsibility"—the police are saying, "Oh, no. OPP, no; it's the Mounties' fault." The Mounties are saying, "Oh, no, it's OPP," and then when one of the biggest and most important items in these games is security and you've got a company that's been charged—charged by the OPP, I might add—fined by our courts, and the OPP's going to let them do it.

I wouldn't be hiring these guys. They screwed up in Vancouver. They screwed up the G20, and we're sitting here bringing them back. Come on. And it's \$81 million. Wow, that's a lot of taxpayer bucks.

The bottom line is—

*Interjection.*

**Mr. Paul Miller:** A little comment about Sochi—well, we don't live in Russia.

Anyway, the bottom line is, if you're going to run security, you should run it right, and if you're going to run a successful games—and I'm not preaching to anybody. My humble opinion is that people in major structural positions should know everything about each other. You should mesh together to run a good games. I really don't think you're there yet, and I don't even know if you will get there. I hope you do. Thank you.

**The Chair (Mr. Grant Crack):** Well, thank you very much, Mr. Miller, and also thank you, Mr. Campbell, for coming before the committee. We really appreciate it, and enjoyed your comments and your insight.

**Mr. John Campbell:** My pleasure.

**The Chair (Mr. Grant Crack):** Have a good afternoon.

We'll take a five-minute recess, if that's okay.

*The committee recessed from 1726 to 1730.*

## COMMITTEE BUSINESS

**The Chair (Mr. Grant Crack):** There is another agenda item. I just wanted to point out that at the committee meeting on February 19, the committee did agree to move forward to consider Bill 11. I'm here to see how we are going to move forward with that. I believe, Ms. Damerla, it's your turn—

**Mr. Paul Miller:** Mr. Chairman, you were going to deal with this first, you said.

**The Chair (Mr. Grant Crack):** That will come after. No, I never—no, no, no—

**Mr. Paul Miller:** Why are we dealing with Bill 11?

**The Chair (Mr. Grant Crack):** Mr. Miller, we're going to deal with the agenda, as we had said—

**Mr. Paul Miller:** Okay, go ahead. Go for it.

**The Chair (Mr. Grant Crack):** —and then we'll deal with that.

Ms. Damerla.

**Ms. Dipika Damerla:** As was discussed at the last meeting, that this would be an agenda item, I'm going to move—and the parts that I'm going to move we already discussed at the subcommittee meeting, at which the NDP was present as well.

**The Chair (Mr. Grant Crack):** Do you have copies of the—

**Ms. Dipika Damerla:** Yes, we do have copies, right? Yes.

I haven't talked about the motion. I just wanted to give some background. A subcommittee meeting was called, I believe, last Wednesday during regular committee time. The NDP was here with France Gélinas and I was here. Chair, you were here as well. This is really just a summary of everything that was discussed. This summary was also circulated by the Clerk to all parties, so there are no surprises here. This is something that everybody knows about because this was circulated to all the parties as well.

I'm going to move the motion, Chair. I move that the Clerk, in consultation with the Chair, be authorized to arrange the following with regard to Bill 11, An Act to amend the Ambulance Act with respect to air ambulance services:

(1) One additional day of public hearings to take place on March 26, 2014, followed by two days of clause-by-clause consideration of Bill 11 on the two following Wednesdays during which the committee is scheduled to sit;

(2) Advertisement on the Ontario parliamentary channel, the committee's website and Canada NewsWire;

(3) Witnesses to be scheduled on a first-come, first-served basis;

(4) Each witness to receive up to five minutes for their presentation, followed by nine minutes for questions from committee members;

(5) That the deadline for written submissions be 3 p.m. on the day following the public hearing; and

(6) That the deadline for filing amendments with the Clerk of the Committee be 11 a.m., two days before clause-by-clause consideration of the bill.

**The Chair (Mr. Grant Crack):** Any further discussion? Ms. Scott.

**Ms. Laurie Scott:** Can I just make a comment that we still do not have the report from another committee with regard to Ornge, which Bill 11 is addressing? Do you not think we need that report before we have Bill 11 before committee?

**Ms. Dipika Damerla:** We discussed that with the NDP representative at the subcommittee that day, France Gélinas, and she was fine with us proceeding. I think the original terms, when they were discussed at this committee, were that Bill 11 would move forward, and there



were no riders at that time. At that time, it wasn't made clear that Bill 11 would only move forward if a few things happened. The understanding was that Bill 11 would move forward in exchange for the hearings on Pan Am. Given the understanding we had and the decision that we came to in committee, that's the basis for moving forward.

**The Chair (Mr. Grant Crack):** Thank you. Mr. Miller.

**Mr. Paul Miller:** I call for the vote.

**The Chair (Mr. Grant Crack):** No further discussion? Okay. Those in favour—

*Interruption.*

**The Chair (Mr. Grant Crack):** Oh, sorry. We'll just take a minute.

**Ms. Dipika Damerla:** Point of order.

**The Chair (Mr. Grant Crack):** Point of order.

**Ms. Dipika Damerla:** I just wanted to clarify that the committee voted to move Bill 11 forward, so I don't understand—I'm just trying to understand what we are doing here right now, because Bill 11 has to move forward, so if this motion doesn't go forward, my understanding should be that there's a discussion on what it is that is not in the motion that is liked and to change that. But we can't not move forward with Bill 11 in some substantive form, because that was agreed to by all parties.

**The Chair (Mr. Grant Crack):** Okay. Thank you.

**Ms. Dipika Damerla:** I just wanted that on the record, that all parties agreed to move the bill forward, so we cannot have a situation where the bill doesn't move forward. We can—

**Mr. Paul Miller:** You mean like Bill 71?

**Ms. Dipika Damerla:** Sorry?

**Mr. Paul Miller:** Like Bill 71, which is ready on the order paper and is not moving forward?

**The Chair (Mr. Grant Crack):** Okay, those in favour of the motion? Those against? The motion is defeated.

**Ms. Dipika Damerla:** In that case, Chair, can we introduce another motion?

**Mr. Paul Miller:** I thought I was next.

**Ms. Dipika Damerla:** Yes, but this agenda item isn't done. Right?

**Mr. Paul Miller:** Take your turn. Next?

**The Chair (Mr. Grant Crack):** Mr. Miller has requested to put a motion forward. He was next on the docket.

Mr. Miller.

**Mr. Paul Miller:** Mr. Chairman, I move that the Standing Committee on General Government continue report writing on the auto insurance study pursuant to standing order 111(a) for the dates of March 26, April 2 and April 9.

**The Chair (Mr. Grant Crack):** Do you have a copy of the motion that's being passed out? All right.

I think it's just important to note that the committee had set direction, back on February 19, indicating that on Wednesdays, Bill 11 would be the bill that would be before the committee. I just want to make a point for the

committee's awareness that this would change the direction of the committee as to moving forward.

Mr. Fraser.

**Mr. John Fraser:** Just a quick question in relation to what you're saying. The report by the other committee that you were mentioning before: What's the status of that? Where's that at? Does anybody know?

**Mr. Paul Miller:** The government should know.

*Interjection.*

**Mr. John Fraser:** It's not ready? Okay.

**The Chair (Mr. Grant Crack):** Ms. Damerla.

**Ms. Dipika Damerla:** Chair, I'm trying to understand. We have an understanding here that all three parties agreed to that on Wednesdays we would discuss Bill 11. Once the committee agrees to that, does it not move forward with that?

**Mr. Paul Miller:** Not if there's an amendment.

**Ms. Dipika Damerla:** Sorry. I'm directing my question to the Chair.

**The Chair (Mr. Grant Crack):** What I believe is that when a motion was put forward on February 19, there were many factors taken into consideration and concessions made that the Pan Am/Parapan Am Games would be before the committee and that Bill 11 would follow. What's before us now is that that previous agreement by the committee is not going to be, I would say, respected, or is being changed.

**Ms. Dipika Damerla:** Chair, I'd like to go on record, then, to talk about this motion, because I think it really is unfair. We do business here based on an understanding of how things are going to proceed in a minority government. We give a little, take a little. The give and take with the opposition was that you can move forward with the questioning on Pan Am, and we would, in return, move forward with Bill 11. To just break that arrangement midstream is not honourable. I just think it's not fair.

I wanted that on the record because our understanding was that we would go forward with Bill 11.

**The Chair (Mr. Grant Crack):** Thank you. Any further discussion? Mr. Miller.

**Mr. Paul Miller:** In reference to the comments by the member opposite, the parliamentary assistant, and her definition of honour, this is part of the procedures of a committee. These are the types of things that are allowed. So her saying it's not honourable is total nonsense, because that's the process.

I've brought forward an amendment, as you are well aware, of what we'd like to do. I'm asking for a vote, just like we voted on her important Bill 11 that she said everybody agreed on, which they didn't. The bottom line is, I would like to move ahead to vote on this amendment, and then if there are any other amendments, that's fine.

**The Chair (Mr. Grant Crack):** Ms. Scott.

**Ms. Laurie Scott:** I think that we're getting committees and subcommittees mixed up. But anyway, the day in February, I think you meant the whole committee—I wasn't present, I don't think. That is the prob-

lem when you don't have the critics involved when you vote on Bill 11. Then when we went back to the respective critics, we found out that they haven't done the report on Ornge, which impacts the bill. That's all that I'm trying to state. We went back to our critic; they just said, "Why are we doing it before we have the report done from Ornge?" So you're right.

In the room they voted for Bill 11—I don't disagree with you—but then when we got the critics involved, who follow it closer than we do because we each have certain segments, critic roles etc. that we follow, we came back and said, "We don't have the report back from Ornge, which Bill 11 was addressing," and so that's why we're saying that it's premature to discuss Bill 11 at committee. That's all—nothing against, breaking deals; it's just that.

**The Chair (Mr. Grant Crack):** Thank you. We'll go with Ms. Damerla and then Mr. Miller.

**Ms. Dipika Damerla:** I really appreciate the perspective brought by Ms. Scott. It's not that I don't understand where they're coming from, but part of it, as to when the report comes, is that there's nothing that says that one cannot incorporate the recommendations of the report after the bill has passed through this committee. We could still change many things by regulation or even amend the act, but at least we can get something moving. That was our thinking, not to say there isn't merit to what MPP Scott was saying. I just wanted to leave it at that.

**The Chair (Mr. Grant Crack):** Thank you. Mr. Miller.

**Mr. Paul Miller:** I appreciate what Ms. Scott said. It certainly follows the reasoning I had. First of all, I don't sit on this committee. I am not the critic. I don't want to be okaying or naying something that I have no background information on. What was done in the subcommittee meeting and what was done in the committee before that in reference to this situation quite possibly happened. But sometimes, with all due respect—not the

Liberals, of course—some people will bring stuff forward at inopportune times when people who are not familiar with what they're dealing with may make a mistake. Ha, ha, ha. Well, that's not happening here, and that's all I'm trying to get across. The Ornge report is not completed. They're trying to move a bill ahead when the critics aren't here, putting us in a very awkward position. That's why I have a problem with it.

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Ms. Damerla.

**Ms. Dipika Damerla:** I just wanted to say that the last subcommittee meeting was attended by your critic, France Gélinas.

**Mr. Paul Miller:** It's not me.

**Ms. Dipika Damerla:** It may not be you, but to charge that we're trying to move this ahead without the right people being there is unfair, because at the last subcommittee meeting, every party had the opportunity to send their critic, and your party did send France Gélinas, and I was there. I just wanted to set the record right that we're not trying to move anything forward in the absence of the critics on that issue.

**The Chair (Mr. Grant Crack):** Any further discussion? Those in favour of the motion?

**Ms. Dipika Damerla:** We request a 20-minute recess before the vote.

**The Chair (Mr. Grant Crack):** There has been a request for a 20-minute recess prior to the vote, so this committee will recess for 20 minutes, which will take us past the 6 o'clock deadline.

**Mr. Paul Miller:** Who requested that?

**The Chair (Mr. Grant Crack):** As such, this vote will be first on the agenda at our next meeting.

**Mr. Paul Miller:** Perfect, thank you.

**The Chair (Mr. Grant Crack):** Thank you. This meeting is adjourned

*The committee adjourned at 1744.*



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# Official Report of Debates (Hansard)

Wednesday 19 March 2014

# Journal des débats (Hansard)

Mercredi 19 mars 2014

## Standing Committee on General Government

Committee business

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## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Wednesday 19 March 2014

Mercredi 19 mars 2014

*The committee met at 1606 in committee room 2.*

## COMMITTEE BUSINESS

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order. It is, of course, the meeting of the Standing Committee on General Government.

Today, we are here to vote on a motion put forward by Mr. Miller concerning a study relating to the auto insurance industry. I will read out the motion. At the last meeting, on Monday, I had put the question to a vote. There was a request for a 20-minute recess. Time ran out, so there will no further debate on the motion, but I would like to read it into the record one more time for clarification. It was moved by Mr. Miller: "I move that the Standing Committee on General Government continue report writing on the auto insurance study, pursuant to standing order 111(a), for the dates of March 26, April 2 and April 9."

Those in favour of the motion? Those opposed? The motion is carried.

Any further business?

**Ms. Dipika Damerla:** Chair?

**The Chair (Ms. Dipika Damerla):** Ms. Damerla.

**Ms. Dipika Damerla:** Chair, I'd like to introduce a motion.

**The Chair (Mr. Grant Crack):** Okay. That is in order. Ms. Damerla, would you like to table your motion, please?

**Ms. Dipika Damerla:** Yes. I move that the Standing Committee on General Government continue report writing on the auto insurance study, pursuant to standing order 111(a), for the dates April 16, April 20 and April 30, 2014, and one additional date for public hearings on Bill 11 to take place on March 26, followed by clause-by-clause consideration of Bill 11 on Wednesday, April 2 and Wednesday, April 9.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. Do you have copies of that motion?

*Interjection.*

**The Chair (Mr. Grant Crack):** Okay. I would request a five-minute recess in order to provide copies of the motion that has just been put forward by Ms. Damerla. So a five-minute recess.

*The committee recessed from 1608 to 1616.*

**The Chair (Mr. Grant Crack):** Okay, back to order. There has been a motion put forward by Ms. Damerla.

All members have received a copy, I trust. Is there any further discussion? Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair. With this new motion, what we are trying to do is accommodate the interests of all parties. This motion would allow for report writing on the insurance study to go ahead, but at the same time allow for Bill 11 to go ahead as well.

The thinking behind this is quite simple. We've discussed this before. All of us in committee agreed that Bill 11 would go ahead. At the time when we agreed that Bill 11 would go ahead, there were no riders. There was no condition that it was subject to this or that. Now new conditions have been introduced.

But more importantly, the critic for the NDP came to the subcommittee meeting, and we actually discussed details such as when we should hear public hearings for Bill 11 and where we should advertise for Bill 11. At that subcommittee meeting, it appeared that the NDP critic was onside with Bill 11 moving ahead. So we were quite surprised when on Monday there was no support for Bill 11. We're hoping that this motion would accommodate the NDP's desire to continue with report writing on insurance.

I do want to say, though, that at this point there is Bill 171, the Fighting Fraud and Reducing Automobile Insurance Rates Act, in the House. For those of us who are really interested in seeing auto insurance rates go down in Ontario, the best thing we can do is speed the passage of that bill through the Legislature and bring it into committee.

I would hate to see this committee bogged down in report writing when we could be using that time instead to look at the bill, because the report writing is not going to make a difference in bringing down insurance rates. The recommendations that would have been there we can discuss during committee, and use the bill to make it a better bill.

I think we can all agree that if reducing auto insurance rates as soon as possible is our priority, we would put a priority on bringing Bill 171 through the Legislature and into committee rather than writing a report. It's the same case with Bill 11, but I will leave that up to the other side to decide whether they want to do report writing or work on Bill 171.

In the meantime, if we could also consider Bill 11, that would again be very beneficial to the safety of Ontarians. The whole point of Bill 11, the air ambulance act—the



idea is to learn from past mistakes, build on them and correct them. The sooner we can do that, the better.

Many of the recommendations in the report that is being used as the reason for not moving Bill 11 forward are already known to us. Draft reports have been circulated. Material from those draft reports can be used to help work on Bill 11 in committee right now. There's always an opportunity, if there is some very big issue that comes up in the report that was not in the draft but is in the final—I'm sure there are ways for us to amend through regulations and make that a better bill. But just to hold it up, especially when all of us agreed to work on it—when we agreed on Bill 11 back then, we all knew where the Ornge report was. I am really hoping that in this fashion, it's a compromise where we would work on the auto insurance report writing, if that is the wish of the opposition, and at the same time work on Bill 11.

I also want to correct a few mischaracterizations. One of the things that was suggested was that the critics from the various parties were not given an opportunity to weigh in on the merits of Bill 11 going forward. There have been at least two subcommittee meetings that were called with a lot of notice, and at that subcommittee the critic for health for the NDP showed up on both occasions. She was able to weigh in, and nobody showed up from the PC party. There was an opportunity at that point for the critic to show up. She chose not to show up—

**Mr. Jeff Yurek:** Daylight savings time.

**Ms. Dipika Damerla:** That's a feeble excuse, but we'll let that pass.

To say that the critics did not have an opportunity to speak to Bill 11 and that's the reason we agreed to it in the past is not correct. At every opportunity, each party has the ability to send the critic—both to sub them in on committee meetings or at the subcommittee meetings. I just wanted to correct the record on that.

I want to reiterate that there has been no agreement by the government House leaders to hold off on Bill 11 before the Ornge report was written. This is a new wrinkle that has been brought in. I think it would be only fair if you could move forward on the agreement we have, which we all voted on. It's not even a gentleman's agreement; it's something that the committee agreed on and voted on.

It's also interesting that, on the one hand, Bill 11 is being held up because of a report and, on the other hand, you're insisting on writing a report which would hold up Bill 171 when we could easily be working on Bill 171. It just seems to me, unless there is a good rationale that I can hear from the other side, that it's just a tactic to hold up these good bills, just filibustering and report writing instead of—

**Mr. Rick Nicholls:** You're filibustering right now.

**Ms. Dipika Damerla:** No. I'm correcting the record, putting it on the record, so that, should somebody come back and say, "Did the governing party want to govern?" I think the record will show that, yes, we were interested in passing bills, not report writing. What I see over here is the opposition members interested in report writing

instead of working on bills that would actually improve the lives of Ontarians. If we have to prioritize or ask ourselves—

**Mr. Michael Harris:** It's fixing an error in oversight.

**Ms. Dipika Damerla:** Sorry? Go ahead. I'm happy to hear.

**Mr. Michael Harris:** Are you ceding the floor?

**Ms. Dipika Damerla:** Chair, I need a few minutes to collect my thoughts, because I lost my train of thought because I've been interrupted.

I think I was talking about the fact that the opposition is filibustering. There is a clear intent here to use committee time to write reports, but I think that committees were also created to look at legislation. I've heard MPPs very, very often passionately speak about the democratic process—and I agree with them. I think a committee is a place where a good bill can be improved upon, so why don't we use this time to work on Bill 11 and Bill 171 instead of not working on Bill 11 at all and then spending time writing a report instead of working on legislation? Report writing isn't going to reduce insurance rates. Waiting for the Ornge report isn't going to right away help make Ontarians safer and have a more robust air ambulance system.

We're working on those bills, so I would implore the committee to consider—and I'm very interested to hear how you feel about the compromise that we have put forward that would allow both to take place. I believe my colleagues MPP Mangat and MPP McNeely also have something to add. Chair, those are my thoughts for now.

**The Chair (Mr. Grant Crack):** Any further discussion?

**Mr. Jagmeet Singh:** I call the question.

*Interjections.*

**The Chair (Mr. Grant Crack):** We'll continue with debate because the member did indicate that the other members from the government side did want to speak to it, so out of respect for that—

**Mr. Jeff Yurek:** I think my hand was up first.

**The Chair (Mr. Grant Crack):** That is true. What I'm going to do here is I'm going to pass it over to Mr. Yurek, because he had his hand up prior to, so I apologize. Mr. Yurek.

**Mr. Jeff Yurek:** I just wanted to throw my two cents in on this motion. I don't understand why the government is filibustering their own motion when we have already passed report writing on auto insurance, which we've been working on for two and half years. I'm pretty sure the people of this province don't want to see all the money and time wasted in preparing to write a report on auto insurance that will benefit not only Bill 171, if it passes through second reading—which just started second reading, by the way. It will also help the government start lowering costs to reduce auto insurance rates throughout the province. So the sooner we get this done—obviously, it's going to be concluded April 9, and will be of great use to the government and this committee and whatever committee gets Bill 171 to review. I can't



really see Bill 171 passing before April 9, considering all the other legislation on the docket that has to be debated.

However, with regard to taking care of Bill 11, the government in this committee continually brings it up to bring it forward before the report is written by the other committee dealing with Ornge. The government itself said they liked to learn from their past mistakes; how can you possibly learn from past mistakes when the report that they are preparing in the other committee will actually point out quite obviously where this government has gone wrong over the last few years with the Ornge file?

I just wish we could probably do that with the government as a whole. We could learn a whole lot of the mistakes this government has achieved over their 10 years in power.

The other consideration I have is the parliamentary assistant to health and long-term care. Our committee lead has spoken to her. She too seems to be on the same page: Wait until the Ornge report is written before bringing it forward in committee. So I think the government should maybe talk to Ms. Jaczek about perhaps what her feelings are and follow the lead of their own PA.

The other two points I want to make are, the government is talking about not wasting time and perhaps going forward with Bill 171 and getting it into committee as soon as possible and learning from mistakes. We still have in government agencies committee, Chair, that we've been looking for information on the air-rail link. I believe it was Mr. Marchese's motion to bring that forward back in December, and we still can't bring that to a vote. So I would think the government people on the other side could go to those members of the committee and discuss that—that would be great—so we can get that information and try to improve government as a whole across the board.

But I will let members from the NDP, if they want to, add to this. Let's wait until the Ornge report is done so that we can have a great discussion about Bill 11 and really make the necessary changes that are needed in this province with Ornge ambulance.

Let's get on and finish our report on auto insurance. It's a hot topic, and there are a lot of ways we can clear it up and make the product more available and cheaper for people of Ontario. This report that we're going to be writing up will be a great resource not only for the government, but also the committees going forward.

**The Chair (Mr. Grant Crack):** Ms. Mangat.

**Mrs. Amrit Mangat:** I totally agree with my colleague Dipika Damerla, MPP, that the bill should pass. We shouldn't waste time in report-writing, and the democratic process should work.

As Jeff Yurek spoke about the filibustering, actually, they are filibustering Bill 122 in the legislative committee. I'm a member of that committee. This afternoon, nothing happened other than filibustering.

We all understand that auto insurance is a hot topic. It's a pocketbook issue, because I think that cars are a necessity; it's no longer a luxury. I think, whatever motion

has been put forward, we should pay attention to that as well as Bill 11—both of them.

1630

I would like to add that we need another date for a public hearing for Bill 11, to take place on March 26, followed by clause-by-clause consideration as well. Thank you.

**The Chair (Mr. Grant Crack):** Okay, thank you.

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Prior to further discussion, on occasion in the last couple of meetings, there has been a vibration of cellphones that affects Hansard, so I would ask everyone to either put it on mute and/or hold them in your hands so that the vibration on the table is not annoying, so to speak.

Any further discussion?

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Ms. Damerla?

**Ms. Dipika Damerla:** Did Phil want to go? You can go ahead first.

**Mr. Phil McNeely:** Go ahead.

**Ms. Dipika Damerla:** Chair, I just wanted the opportunity to address some of the issues that MPP Yurek raised. We're not questioning the value of report writing. What we are questioning is when the option is between moving a bill forward that would actually have practical implications on the lives of Ontarians as opposed to report writing.

We're also not debating that there is value from those reports that can be used, whether it's Bill 11 or Bill 171. But the point is that draft reports exist on the Ornge report. Surely the final report cannot be that dramatically different from the draft report. We can start by using information in the draft report.

The critics for all parties sat through all of the hearings. That report is just a summary of everything they've already heard. They have already got that knowledge. They can bring that knowledge to bear to discuss Bill 11.

It is a little unfair to suggest that unless that final report comes forward, that's the only way Bill 11 can proceed in a meaningful way. That is absolutely wrong, because everybody from all three parties has been sitting through months of those hearings. They've been sitting there personally; they have been hearing; they have been taking notes. There have been interim reports. All of that information can be used as input to ensure that Bill 11 does benefit from all of those committee hearings.

To suggest that there is only one way to benefit from those hearings, and that is to wait for that final report—whenever it comes, with the final comma checked off and the pretty cover on it—and that's the only time we can move forward with Bill 11, is not correct.

My question to the committee is, what is the best way of proceeding? What is the best use of this time? Can we not use draft reports? Can we not use the critics to come forward and bring their expertise and whatever they have learned through the committee hearing?



I also want to point out that MPP Yurek was trying to suggest that the health critic for our party had a position, but I want to put forward the same idea—

**Mr. Michael Harris:** You don't have a health critic. You have a health minister.

**Ms. Dipika Damerla:** Let me finish my thought, MPP Harris, and I'd be happy to cede the floor to you after and hear your point of view.

*Interjections.*

**Ms. Dipika Damerla:** Chair, once they're done, I can continue. I'm just waiting for them to finish.

**Mr. Michael Harris:** We're done. We're done.

**Ms. Dipika Damerla:** Okay. Thank you.

The health critic for the NDP was here last week, talking about the best way to advertise, talking about which days to have public hearings, talking about how many days of public hearings. That suggests to me that the health critic for the NDP was onside with moving Bill 11 forward as well. I'm just basing this on our interaction at the subcommittee meeting, and nothing else.

Finally, I do want to reiterate what MPP Mangat said. I've been sitting on the committee that looks at Bill 6, the Great Lakes Protection Act. All I've seen is—and MPP Harris sits on that as well. In a period of two hours, we could not get one amendment passed. There are 92 amendments. If we were to go at that rate, not even—

**Mr. Rick Nicholls:** Point of order, Chair.

**The Chair (Mr. Grant Crack):** Point of order, Mr. Nicholls.

**Mr. Rick Nicholls:** Thank you very much. I believe we have in front of us an amendment, and I would ask that the member stick to the amendment and talk about that. What goes on in other committees goes on in other committees. I don't really think that's pertinent to this particular discussion. I would ask that she just stick to the amendment and get to the point, so that we can press on. Thank you.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. I would remind Ms. Damerla to stay focused on the motion that is on the table.

**Ms. Dipika Damerla:** Thank you, Chair, but I think that, in the interest of fairness, if somebody accuses me of filibustering, I should have the opportunity to say, "Well, you've done the same thing in a different committee." That's all I'm trying to explain, so I would like to finish my thought.

There are 92 amendments, the vast majority introduced by the PCs. On average, in a two-hour sitting, we are barely able to move one amendment. I did the math. It would take us three years for that committee to pass every amendment on Bill 6. If that's not filibustering, I don't know what is. For somebody else to suggest that we are filibustering, it's a little difficult to take when we are just trying to move it forward. If anything, this motion is about trying to find a compromise. It is not about filibustering.

With that, I will rest my case, and I believe MPP McNeely has something to add.

**The Chair (Mr. Grant Crack):** Thank you very much. Mr. McNeely.

**Mr. Phil McNeely:** Thank you, Chair. I was involved with Bill 11 as PA to health many, many months ago. It is an essential bill that is required by our air ambulance to move forward and to protect the citizens of Ontario. This is a compromise motion that we brought forward. It balances what the opposition wants and what we would like to see go forward. Bill 11 is extremely important. It's the oversight bill for the air ambulance and the new management there who have been doing a great job for a long time. This legislation was well debated in the House. It's time for it to pass. It's a balanced approach to what all sides want, and it's necessary to proceed.

This is the reason we are bringing this forward, to let the report writing proceed. I think those dates are April 16, 20 and 30, and for this Bill 11, we're asking for our dates—to move it forward. From our perspective, it's a fair approach. We are here to govern and to debate etc., but this gives both sides something. For goodness' sake, think of the people who are running the air ambulance and doing a great job and making all the changes, who need this legislation to give them the backing for all the changes they want to make in the future. It's a good bill. It was well thought out, and I hope that we can proceed with this motion that we have brought forward.

**The Chair (Mr. Grant Crack):** Any further discussion? There being no further discussion, I will call the—

**Ms. Dipika Damerla:** Chair, I'd like a recess for 20 minutes.

**The Chair (Mr. Grant Crack):** I'll call the question, and Ms. Damerla has requested a 20-minute recess? A 20-minute recess is granted.

*The committee recessed from 1638 to 1658.*

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Ms. Damerla?

**Ms. Dipika Damerla:** Chair, I just wanted to say that I'm hoping that our motion will pass, but in case it doesn't, we have another proposal to make this committee work. I just wanted to say I do have another motion to introduce, in case it fails. I'm hoping it will pass.

**The Chair (Mr. Grant Crack):** Thank you very much, but I do have to concentrate on the vote at hand at this particular point. The question has been called, so now I shall call the question. Those in favour of the motion? Those opposed? The motion is defeated.

**Mr. Rick Nicholls:** Chair?

**Mr. Jagmeet Singh:** Chair?

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Mr. Nicholls first.

**Mr. Rick Nicholls:** Thank you, Chair. I would actually move a motion to adjourn.

**The Chair (Mr. Grant Crack):** Those in favour of adjournment? Those opposed? Carried.

This meeting is adjourned.

*The committee adjourned at 1700.*





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Second Session, 40<sup>th</sup> Parliament

## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Monday 24 March 2014

# Journal des débats (Hansard)

Lundi 24 mars 2014

**Standing Committee on  
General Government**

Pan/Parapan American  
Games review

**Comité permanent des  
affaires gouvernementales**

Étude portant sur  
les Jeux panaméricains  
et parapanaméricains



Chair: Grant Crack  
Clerk: Sylwia Przedziecki

Président : Grant Crack  
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## LEGISLATIVE ASSEMBLY OF ONTARIO

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Monday 24 March 2014

Lundi 24 mars 2014

*The committee met at 1404 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEW**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order.**Ms. Dipika Damerla:** Chair?**The Chair (Mr. Grant Crack):** Ms. Damerla?**Ms. Dipika Damerla:** Chair, I have a motion that I'd like to move.**The Chair (Mr. Grant Crack):** Could I continue my remarks? Then I'll—**Ms. Dipika Damerla:** Okay.**The Chair (Mr. Grant Crack):** Okay. I'm sorry.

I'd like to welcome everyone to the Standing Committee on General Government. We're here to discuss the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat. We do have two delegations before us this afternoon. The round of rotation will be 25 minutes, started by the opposition, followed by the NDP and the government—a rotation of questions and statements to each delegation—followed again by another 10-minute round. Having said that, again, welcome to everyone. I look forward to hearing the discussion.

**Ms. Damerla:**

**Ms. Dipika Damerla:** Thank you, Chair. I move that the Standing Committee on General Government continue report writing on the auto insurance study pursuant to standing order 111(a), for the dates of March 26, April 9 and April 23, and one additional day for public hearings on Bill 11 to take place on April 2, followed by clause-by-clause consideration of Bill 11 on Wednesday, April 16 and on April 30.

**The Chair (Mr. Grant Crack):** Any further discussion? Should we—**Mrs. Donna H. Cansfield:** Take the vote now?**Ms. Peggy Sattler:** I'd like a recess before we do a vote—**The Chair (Mr. Grant Crack):** Pardon me?**Ms. Peggy Sattler:** —and I'd like to see a copy of the motion.

**The Chair (Mr. Grant Crack):** Okay. Would it be in the best interest if we continued with the delegations? I'm just looking to see how we want to proceed forward. We do have two here; do you want to deal with this at the

end of the delegations or does the committee wish to deal with it now?

**Ms. Dipika Damerla:** If we can have a quick vote now, we can do that. If people want to discuss it, then I guess we'll wait until the end, once we're done with the official delegations.

**The Chair (Mr. Grant Crack):** You're requesting copies of the motion? Is that what I understand?**Ms. Peggy Sattler:** I'd like a copy of the motion and then I'd like to take a recess before we do the vote.

**The Chair (Mr. Grant Crack):** Based on the fact that we do have a structured agenda here, maybe the Clerk's office could get copies of the motion to distribute, and in the meantime we'll continue with the presentations. Would that be fair enough? We can deal with the issue at our earliest convenience, perhaps between delegations and/or at the end of the delegations. Is that clear? Very good.

PAN/PARAPAN AMERICAN  
GAMES SECRETARIAT

**The Chair (Mr. Grant Crack):** Having said that, we have before us Nancy Mudrinic, I believe, assistant deputy minister, risk management and financial oversight division. Welcome. You have a five-minute presentation, and then I think I explained how things will unfold.

**Ms. Nancy Mudrinic:** Thank you very much. Good afternoon. My name is Nancy Mudrinic. My role is the assistant deputy minister for the risk management and financial oversight division of Ontario's Pan/Parapan American Games Secretariat. This is one of the three divisions in the secretariat. I've held this role since February 2012. Prior to this role, I was the executive lead for the secretariat from June 2010 to January 2012.

My division at the secretariat is focused on two key aspects of oversight for the games: using risk management principles to inform operational planning and decision-making, and providing oversight of Ontario's financial commitments to the organizing committee, Toronto 2015; and financial coordination of provincial deliverables, including working with provincial partners that are focused on games delivery responsibilities.

The Pan and Parapan American Games are a significant undertaking. As such, risk and financial oversight are important to ensure that the province's interests are protected and the provincial deliverables and the \$500-



million provincial transfer payment to Toronto 2015 are well managed.

There is a significant amount of activity required to stage the games, which requires the participation of partners, the province being one of many. In this light, risk management is an essential function. Successful project management requires that risks to implementation be identified and assessed so that appropriate strategies can be developed to facilitate success. We are actively applying this perspective to Ontario's games' deliverables. As well, my group is monitoring risks related to partner activities that have an impact on Ontario's objectives for the games.

Another essential component of risk management is the audit function. My division is responsible for working with the government's internal audit teams to develop and implement a multi-year plan for provincial audits related to the games. The focus of the provincial audit activity is based on Toronto 2015 as a transfer payment recipient. Specifically, the audit plan has been and will continue to be focused on Toronto 2015's compliance with the broader public sector directives on expenses, perquisites and procurement, as well as the requirements identified in the games' governing agreements, mainly the multi-party agreement, the Ontario transfer payment agreement and the Ontario support agreement.

1410

I provided the Clerk with copies of the MPA for your convenience. The other agreements, including the MPA, are available on Toronto 2015's website.

Financial oversight is the division's other main activity. This function stems from the provisions of governing agreements that the province is party to. The multi-party agreement sets out all partners' commitments, obligations and funding contributions; the Ontario support agreement defines the province's role in supporting Pan American Games' commitments; and the transfer payment agreement sets out Ontario's commitment to providing funding to Toronto 2015 and the terms and conditions of this funding.

In order to fulfill the roles specified in these agreements, my division provides oversight of Toronto 2015's budget, financial reporting and the administration of Ontario's transfer payment. This is accomplished by reviewing the contents of Toronto 2015's business plans, quarterly reports and the annual audited financial statements.

The risk management and financial oversight division in the secretariat works closely with our funding partner, the federal government, in coordinating financial activities and information-sharing related to the reviews of Toronto 2015's business planning and financial reporting. The secretariat and Toronto 2015 maintain a collaborative working relationship which keeps Ontario abreast of major developments in planning and staging the games. It also allows our organizations to co-operatively meet our operational objectives and create synergies in deliverables for the successful delivery of the games.

Those are major files and activities that I am responsible for in the risk management and financial oversight division at the secretariat.

I welcome any questions you may have.

**The Chair (Mr. Grant Crack):** Thank you very much, Ms. Mudrinic. We'll pass it over to the opposition: Mr. Jackson.

**Mr. Rod Jackson:** Thanks very much, Nancy, for being here today. I know you've been here once before at least, and I appreciate you taking the time out to come and be with us again.

My first question for you will probably require some sort of lengthy response, I would guess. I am curious what you foresee will be the biggest risks in the future with planning and implementing the games. There is going to be a second part to that question, just to give you a heads-up, on what your biggest problems have been so far, in your estimation.

**Ms. Nancy Mudrinic:** I'll start the question by talking a little bit about risk management. From our perspective, risk management and risk planning are an important component of project management and planning for these games. Understanding the risks associated with the games is instrumental in helping to facilitate the deliverables that we all strive for.

Looking at risk means looking at the province's objectives for the games. The objectives for the games are focused on providing games that are portable and fiscally responsible, that engage the public and Ontarians in participation of the games, and looking at operational efficiency for the delivery of the games and ensuring that all of the components and requirements of the games are met. That forms the basis of our look at risk and our review of risk management and also financial oversight.

When we look at the games in terms of affordability and being a fiscally responsible games, we do that in a number of manners. We look at the various financial reports that Toronto 2015 produces. They're required to produce a number of financial reports, activity reports, project management reports and risk reports and to share them with their funding partners—the province and the federal government—and to allow us to look at the financial stability of the organization and identify any risks that may be there from a financial perspective.

The province has a series of controls, as well, associated with the financial oversight of Toronto 2015 that helps mitigate these risks and helps manage them as they're going forward.

The organizing committee has a budget of \$1.4 billion, and that's the main focus of our review on the financial oversight side as to how they're managing towards that \$1.4-billion budget. So as a risk, financial oversight and having a fiscally responsible plan in terms of continuing to maintain within that \$1.4-billion envelope is something that we look quite closely at.

Another aspect of risk is operational efficiency and delivery. Certainly the games are a unique undertaking that has a set date. The games are going to be delivered in 2015. They're happening over a defined period of time



for the Pan American Games, and the Parapan American Games as well, so it's an established date. So things do need to be ready and done when it comes to the delivery of the games. They can't be delayed by weeks, months or even years. The games will happen at that time, so ensuring that all the partners, in their various aspects of delivery, are ready is a very important part of risk management. So we look at that closely. We look at all of our partners' risk management plans, and project management plans in particular, to look at what they're delivering when, will deliveries be ready, and how are partners working together to ensure, when things are required and dependent upon each other, that the plan is well coordinated, that partners are talking and working together on deliverables that have an impact up against each other.

A good example of risk management in this regard is the delivery of the major capital projects. One of the features of delivering the projects is the involvement of Infrastructure Ontario. So from a perspective of risk, the use of Infrastructure Ontario is contemplated in a number of the governing agreements that are between the province, the federal government and the organizing committee, depending on the agreement. The use of Infrastructure Ontario as a major project manager for procurement and project management is contemplated in those agreements. As a result—Infrastructure Ontario has a long history of project management and delivering complex infrastructure projects not dissimilar to the ones that are being implemented for these games, so that expertise is a risk-mitigating factor. Having a well-established organization that has experience working with governments and municipalities implementing large projects on a time-sensitive schedule was instrumental in helping to manage the risk, because having these projects delivered on time is an important feature of being able to deliver the games in 2015.

To that end, most, if not all, of the projects, and in particular all of the major capital projects, are expected to be delivered well in advance of the games, in 2014. That will allow the organizing committee to run test events at the games. Having test events being run at these facilities helps mitigate against risk because you know that the facilities work; you know that it works in a competitive environment where a sporting event is being held. So that's an important feature of risk management from that perspective. It also allows the community to access the facility and use it for community purposes well in advance of the games as well.

That leads into a little bit of another risk, of community engagement and involvement in the games. Having the major facilities opened, operating and part of the community certainly brings the community into the involvement of the games and builds excitement. The geographic footprint of the games is quite large in southern and central Ontario, and building the excitement across that area is an important feature that is required for the games to engage the public, so, from a risk perspective, employing a number of strategies and techniques to make

sure that happens, monitoring them and trying to develop the programs that are suitable to build the excitement for the games so that when they are here, it's a project and an event that's well appreciated by Ontario and provides a lot of benefit.

Those are the major risks that we look at and some of the mitigating factors and approaches that we're taking via risk management to help manage those risks.

**Mr. Rod Jackson:** Okay. Recently, the contingency spending in the budget was down from \$82 million to \$54 million. What was the main reason for that?

**Ms. Nancy Mudrinic:** Sorry, can you repeat the last bit?

**Mr. Rod Jackson:** Yes. The contingency spending in the budget was down from \$82 million to \$54 million. Can you explain what precipitated that drop?

**Ms. Nancy Mudrinic:** Well, the aspect of having a contingency reserve is actually an important feature of risk management, if I could say. Toronto 2015 has a \$1.4-billion budget in which to manage these games, and it has an operating budget of \$767 million. Within that budget, an \$82-million contingency reserve was established. Having that reserve there allows the organizing committee to make operational decisions against the budget that they have, and still live within their budget amounts.

1420

From when the games were won—as a part of the bid—to now, a lot of operational planning needed to happen. Schedules needed to be developed with sport organizations. Different operational plans needed to be implemented. Having a reserve there allows the organizing committee the flexibility to deal with costs as they change, because they do change from time to time. It gives them a tool in which to address changing costs, yet still live within the operating envelope that they have.

The contingency reserve was established in the fall of 2012, if I recall correctly, and has remained at \$82 million until most recently. Toronto 2015, as it planned and finalized certain components of its operating plan, found that they needed a little bit of additional financial flexibility to meet a couple of the deliverables as they finalized that aspect of the operating plan. The contingency reserve allowed them to do that, to meet those needs and still be in their \$1.4-billion envelope.

**Mr. Rod Jackson:** The extra day that has been added to the Pan Am Games: Where in the budget is the extra money coming from, to have that extra day? Was it from the contingency or—

**Ms. Nancy Mudrinic:** No. The contingency reserve hasn't been accessed for that. They were able to find flexibility within their budget. Extending the Parapan Am Games an extra day, to accommodate the sports schedule, provided relief in other areas of the budget, and that provided them with flexibility to manage the extra costs of an extra day of operations.

Within the budget, they looked at all the different categories they have. Things change, and with a little bit of give and take here and there, it's all being managed



within the budget. For that instance, there wasn't any access to the contingency reserve to meet that need.

**Mr. Rod Jackson:** Just recently, two people from the TO2015 executive were dismissed, or however we want to put it. How much is their severance going to be?

**Ms. Nancy Mudrinic:** I'm not aware of the exact details of their severance package. I'm sure that the issue of severance is contemplated in their contracts and will be dealt with by the organizing committee. I read, and maybe you have as well, that that's something that more information will be provided on in the future. But I'm not aware of the exact details of the severance package.

**Mr. Rod Jackson:** Do you have oversight over the contracts?

**Ms. Nancy Mudrinic:** The contracts are personal employment contracts between Toronto 2015 and the individuals.

**Mr. Rod Jackson:** Wouldn't it be prudent for someone who has financial oversight to have access to that information? It's a considerable amount of money when we're talking about people getting paid, from the CEO in the multiple hundreds of thousands of dollars, down to their executives getting paid \$180,000, \$200,000, \$300,000.

**Ms. Nancy Mudrinic:** It's a standard part of their contract. Really, the decisions around the terms of employment are designed by Toronto 2015 as an organization, best understanding their needs for that organization. It really is within there.

I know there is a severance provision, but the exact details are dependent upon the terms that are negotiated with the individual as they leave. At this point, I don't have any information about that.

**Mr. Rod Jackson:** Would those said severances have a place built into TO2015's budget already?

**Ms. Nancy Mudrinic:** The terms of salary and wages, and employment terms, are within their \$1.4-billion budget, so it would be managed from within the costs that they have, the funding that they do have.

**Mr. Rod Jackson:** How endless is that pit, to keep being able to afford to let go senior executives? We're talking about a lot of money. The severances are going to be a fair amount. At what point does it start to affect that budget and start to impact other things within that budget that have to maybe get cut or moved around? Can you give us some sense of that?

**Ms. Nancy Mudrinic:** My understanding of the decisions that were made over the last few days in terms of this employment is that it was done respecting the go-forward delivery of the games and what would be most efficient and best for Toronto 2015 in meeting their operational deliverables and with the type of executive team and organization that they need to have for delivery. So I assume, as a part of that, that the decision was made with that context in mind, in terms of what they needed to do and how they needed to do it in the most efficient way between now and games time.

**Mr. Rod Jackson:** Wouldn't it seem more efficient to just hire the right people first and not have to pay them a severance?

**Ms. Nancy Mudrinic:** My understanding, in terms of games delivery, is that where you start in terms of planning and where you end in terms of implementing the final, last strokes of games delivery are different skill sets. I think that's a decision made by the executive at Toronto 2015, looking at the skill sets that they have and what they need going forward.

**Mr. Rod Jackson:** Who has oversight over TO2015 overall?

**Ms. Nancy Mudrinic:** In terms of Toronto 2015, the various agreements outline the type of oversight that Ontario—and I'm speaking for Ontario—has in terms of providing financial oversight and overall oversight of the games. Certainly, Ontario has financial oversight of the games based on the terms and conditions set out in the various agreements. There is oversight of the games in terms of Toronto 2015 as a transfer payment recipient that requires them to follow Ontario broader public sector directives when it comes to expenses/perquisite procurement. So oversight is provided in that way, and it's certainly based on terms and conditions of funding from ourselves, and the federal government as well, for the \$500 million that they are providing as well for the staging of the games, and as it's laid out in all of the various agreements.

**Mr. Rod Jackson:** The \$500 million from the federal government: Did that money that came from the federal government go—mostly for capital expenses, I believe, right?

**Ms. Nancy Mudrinic:** The focus on the federal funding is on the capital projects, as well as the legacy fund. Toronto 2015 has a \$70-million legacy fund that's intended to be exactly as it's called: a funding legacy for the major projects that are eligible for a high-performance sport facility. So that's not capital funding; that's operating funding. The federal government participates in the funding of that program as well.

**Mr. Rod Jackson:** Did the federal government, if I just move to the capital portion—because probably the largest portion of the \$500 million is going towards capital, I would think. Does that \$500 million go directly to Infrastructure Ontario to put RFPs out and to then arrange the building of the infrastructure for the games, the capital infrastructure?

**Ms. Nancy Mudrinic:** It depends on the project, on how the finances are organized for that. Some of the funding goes to Toronto 2015 for smaller projects as they engage perhaps directly with municipalities outside of Infrastructure Ontario. Infrastructure Ontario is involved in every single capital project that's there. They certainly can be available for advice and support and project management if Toronto 2015 chooses, but not necessarily involved in every single project. So in those conditions, the funding could flow to Toronto 2015, and then a partnership is arranged with the municipalities. For the bigger projects, it could flow to Toronto 2015 and then



the consortium is entered into. So there's a variety of different ways that funding flows.

**Mr. Rod Jackson:** In your opinion, do you have the appropriate amount of oversight over TO2015 in your role?

**Ms. Nancy Mudrinic:** The oversight for Toronto 2015 is rigorous. As I said, it's based on the compliance of a variety of agreements, so it's fairly comprehensive when it comes to oversight of financial reporting.

I mentioned in my opening remarks that there is an audit function as well for Toronto 2015 as a recipient of funding from Ontario, so that's a robust program that's applied as well.

**Mr. Rod Jackson:** There are a few programs that were mentioned in different deputations by different deputants at different times. I'm hoping that you'll be able to tell me where they come from, which budgets they come from, whether they are coming from TO2015 or whether they are included in other ministries' budgets, or wherever they're coming from.

There are a few of them here, and I'll just go one by one. There is the Pan Am kids' program, for example. Can you tell me how much, and where that money is coming from, exactly?

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**Ms. Nancy Mudrinic:** I don't have handy the exact amount of money for that. In the summer of 2013, the province announced the promotion, celebration and legacy program, and that was a \$42-million program.

In front of you, there is the chart. It has a few different colours on it. That shows the different aspects of funding. If you look on the bottom half of the chart, and you look at, let's say, the fifth line down, there's the legacy strategy, at \$22 million. That's part of the \$42-million program that was announced this summer. The Pan Am kids' program is funded from within that amount of money.

That aspect of the chart is identified as an additional host jurisdiction responsibility, so that is funding provided by Ontario, and that's outside of the \$1.4-billion spending envelope that Toronto 2015 has.

**Mr. Rod Jackson:** Okay. So \$22 million of that \$42 million is coming from the legacy strategy fund, and the rest of it is coming from the province of Ontario?

**Ms. Nancy Mudrinic:** The Pan Am kids is within the legacy strategy, and that \$22 million, plus the line below that, the \$20 million, makes up the \$42-million promotion, celebration and legacy program that was announced this summer.

**Mr. Rod Jackson:** Oh, I get it. They're put together. All right, sorry.

**Ms. Nancy Mudrinic:** Yes, if we put them together, that's \$42 million, because it was announced as one program this summer. That's funding that Ontario is providing for those initiatives.

**Mr. Rod Jackson:** Okay, thank you. What about the volunteer initiative that's offering OSAP relief structure?

**Ms. Nancy Mudrinic:** Same thing. That's also out of the legacy strategy of \$22 million.

**Mr. Rod Jackson:** That's part of that \$42 million?

**Ms. Nancy Mudrinic:** It is part of that \$42 million. The \$42-million program is the additional amount of funding, sort of like net new funds, available to implement that. But there are certain aspects of it which I think include the training that's done in partnership with the Ministry of Training, Colleges and Universities and may already be part of their existing funding envelope, so perhaps it's not net new money to Ontario. But working with them and collaborating with that ministry, we were able to access a program that they have, and focus the priorities in terms of delivering for the games.

**Mr. Rod Jackson:** What about the apprenticeship program, that has been widely advertised?

**Ms. Nancy Mudrinic:** Same thing.

**Mr. Rod Jackson:** So that's part of that \$42 million?

**Ms. Nancy Mudrinic:** It's part of that strategy, overall. When you think of the legacy strategy, it's a deliverable under that strategy. But I can't tell you off the top of my head if all or just a portion of any additional funding is in that \$22 million or is part of the Ministry of Training, Colleges and Universities' ongoing deliverables for apprenticeship training. We just created some synergies between us, in terms of focusing some funding on this priority.

**Mr. Rod Jackson:** Okay. I only have two more, in case you're wondering. You look a little concerned.

**Ms. Nancy Mudrinic:** It's all right. Keep going.

**Mr. Rod Jackson:** How about the Pan Am trails?

**Ms. Nancy Mudrinic:** Same thing. The Pan Am trails are part of that \$22 million.

**Mr. Rod Jackson:** Okay. The new Canadian Sport Institute in Scarborough?

**Ms. Nancy Mudrinic:** The CSIO?

**Mr. Rod Jackson:** Yes.

**Ms. Nancy Mudrinic:** The CSIO will be eligible for—it's probably a little more complicated. The facility itself is being funded out of Toronto 2015's capital project. The actual building itself, the new community centre pool in the U of T campus in Scarborough, is being built as part of that. Some aspects of the sport facilities, outside of the needs for the games but, rather, directly for the longevity of the CSIO, are funded out of the legacy strategy.

We talked a little bit before about the overall \$70-million legacy strategy. You see that in the upper part of the chart, if you look at the third line down, which talks about post-games venue support. If you go across, that's \$70 million.

That facility, as it houses the CSIO and it is a high-performance centre, will receive funding to help the long-term operating component of that. That one in particular has a few different aspects of funding.

I hope that was clear.

**Mr. Rod Jackson:** Yes, I understand it better.

**Ms. Nancy Mudrinic:** Okay.

**Mr. Rod Jackson:** Would you undertake to get me the breakdown of the costs of those programs that I asked you about?



**Ms. Nancy Mudrinic:** Yes, absolutely.

**Mr. Rod Jackson:** I'd just be curious to know what they are on their own, the total cost of each of those programs. If you could undertake to do that for the committee—

**Ms. Nancy Mudrinic:** Yes, I can do that.

**Mr. Rod Jackson:** Thank you. Sorry. How much time do I have, Chair?

**The Chair (Mr. Grant Crack):** You have one minute and 15 seconds.

**Mr. Rod Jackson:** Time flies when you're having fun.

So I do have one quick question maybe you can answer. You're responsible to coordinate provincial service delivery for health management, and I see health is down here, on the chart you're referring to, as zero.

**Ms. Nancy Mudrinic:** The Ministry of Health is responsible for delivering the health services within the jurisdiction, and that's part of the overall host jurisdictional services.

The Ministry of Health has been working with all of its partners in terms of health delivery across all of the communities that will have events and venues, but the cost of delivering those services is expected to be managed from within the Ministry of Health's overall funding envelope. So, at this point, why it's showing here as zero is that, while they are delivering services and they are working with their partners in coordinating and planning for the games, they are going to manage all of those services from within the health envelope.

**Mr. Rod Jackson:** Is that the Ministry of Health?

**Ms. Nancy Mudrinic:** Yes.

**Mr. Rod Jackson:** Okay. I assume that's it.

**The Chair (Mr. Grant Crack):** Very good. Thank you very much, and we shall move to the third party. That would be, I believe, Ms. Sattler.

**Ms. Peggy Sattler:** Right. Thank you very much for being here today, and also for having come to the committee previously. I wanted to ask questions both about your presentation today and also about some things that were presented to the committee at your earlier appearance here back in November.

At that time, there was a comment made about due diligence on the business plan including, when necessary, securing the advice of an outside consultant for third party validation. Can you give us some examples of the kinds of issues that—when you were reviewing the business plan and doing the due diligence, what kinds of examples or what kinds of things would lead you to secure third party advice? What would flag something as needing third party validation?

**Ms. Nancy Mudrinic:** The review of the business plan is an important feature of oversight, as you point out, and it's a function that both Ontario and the federal government participate in. It is one of our key tools of accountability with the organizing committee, and also helps in our review of oversight and applying that.

The delivery of the games is a project unlike typical projects that happen here in this jurisdiction. A games of

this scope and scale and size hasn't happened since, I don't know, the 1930s, I guess, when Hamilton had a large games there. So the assistance of third party support in reviewing a business plan that is designed to be very specific around the deliveries of an event like this is helpful to the government in some of the key features of it; in particular, in looking at operational readiness and operational planning.

An important feature from the financial side, in looking at the overall budget of the games and looking at the spending and the commitments that Toronto 2015 has made from an overall financial perspective, is very much dependent on operational delivery: from a risk perspective, trying to understand where they are in the continuum of games planning as it moves from general planning to specific operational planning to implementation. At this stage of the games, are they in the right place at the right time with the work that they've done and the work that's left to do?

Having the support of a third party consultant that has expertise in games delivery from that financial side of delivery and an understanding from an operational perspective—"Have they spent the right amount of money? Are they within plan?"—is very, very helpful.

The type of support that we received from the consultants we engaged—they have had and have participated in this type of work with other games around the world, so that expertise does exist, and we were able to access that to help us provide some advice and potentially some advice back to Toronto 2015 as well, if we feel that there are things that need to be addressed.

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**Ms. Peggy Sattler:** How often did you engage the third party expertise?

**Ms. Nancy Mudrinic:** We brought on the consultant as a part of an engagement for all of the business plans that Toronto 2015 will be submitting, so it's a long-term engagement. That's beneficial to us because it allows that support, too—as we work on the games and go through the different aspects of post-jurisdictional delivery as well, that we have the consultant there over the long term so that we're not starting again. If we have financial questions on something or if we need some help in analyzing a very specific feature of the business plan that's very unique to games delivery, having a source there for the long term is instrumental in providing that continuity.

**Ms. Peggy Sattler:** Okay. Another thing that was mentioned in the November appearance before the committee was around a data tracking system. I wondered if you could tell us more about that. What kind of data is tracked and what would raise a red flag as you're monitoring this data tracking system?

**Ms. Nancy Mudrinic:** With the secretariat and Toronto 2015, we share project management information with one another, and also our risk management framework. Receiving operational risk detail from the organizing committee—through a variety of sources, through their project management reports, their risk reports, and also through quarterly reports and other financial reports that



they give us—we compile the information, and allows us to look at all of the features of the organization: the amount of spending that the organizing committee has done to date, and the commitment levels that they have also managed to achieve. There's a difference between cash spending and making a commitment on a certain aspect of operational planning. Having all of that information forms the basis of our knowledge in terms of understanding the data.

There are lots of different points and sources of data that we assemble in Toronto 2015's activity reports, their quarterly reporting and their financial activity reporting—both to the province and the federal government.

**Ms. Peggy Sattler:** Have there been red flags, so to speak, raised that have caused you to go back and highlight certain concerns that you've had?

**Ms. Nancy Mudrinic:** We work closely on a day-to-day basis with the organizing committee when it comes to looking at certain points. We always have questions in terms of understanding the level of operation—and that's a main feature, as well, of risk management: looking at that information and sharing and asking questions and understanding all of the details associated that are relevant to us when it comes to operational planning.

**Ms. Peggy Sattler:** The issues around the compensation for the executives on 2015: You said that many of the details around severance are contractual, but as part of the project management tracking that you were doing, you would only have access to the total amounts for salaries and not the details of the contracts. Is that correct?

**Ms. Nancy Mudrinic:** The contracts themselves are contractual agreements between the individuals and the organizing committee, but we do receive information on overall salary and wages when it comes to the delivery of the budget overall. It's a component of the overall \$1.4-billion budget, so we do have and receive information on that, certainly on a commitment basis, that we know and understand how many staff are in Toronto 2015's organization at any given point in time. They report that type of information to their board and we receive that information as well. So we do have various data points around that.

I don't receive a fine level of detail of "employee X makes Y dollars a year." That's not the type of information that we assess in terms of understanding risk, but rather: Are they living within the \$1.4-billion budget, and how does that component of their budget—how are they doing with that? Are they managing to what their expectations are? And are they within that budget category, in particular, given their level of delivery?

There are different decisions that an organizing committee can make. They can choose to contract out a service to deliver a certain feature, or they can choose to do that through staff within the organization. Those are decisions as any organization would make in determining what's the most cost-effective way of delivering that service and what skill they are looking for. In some instances, it makes sense to hire an individual to do that

type of work. In other cases, it makes sense to procure it through a contract, a third party consultant, a different operating methodology, or to partner with somebody.

All of those decisions are part of the project management work that we receive, so we do understand when they do make those decisions. All of that's to say is that those decisions are made from the funding envelope that they have.

**Ms. Peggy Sattler:** From a risk management perspective, would there be any concerns about all of this turnover at the top, first with Mr. Troop being let go and then the two new executives being let go. Would there be any concerns about the impact of all of this turnover on the success of the games and the ability of the organization to continue to deliver?

**Ms. Nancy Mudrinic:** My understanding, in terms of making the decisions most recently made in terms of staffing, is to deliver the games. As the CEO said, it was a function of streamlining and bringing forward the team in terms of meeting its operational needs and demands over the next—I think there are about 16 months left till the games. That was a decision that they made in terms of understanding their deliverables and the best way in which to deliver them.

**Ms. Peggy Sattler:** From your perspective, then, it didn't raise the level of risk that you saw? Okay.

One of the issues that we've talked a lot about at this committee is around the growth of the security budget. It's now at \$239 million. Given the initial budget of \$113 million, from where you sit in providing the financial oversight and the risk management, does this raise a red flag? At what point does the increase in the budget cause you to start asking questions about management?

**Ms. Nancy Mudrinic:** The increase in the budget was required as the security planning moved along in coordination with all of the operational planning for the games itself. There were a few certain features of the planning for security that became more certain over time, as the planning continued on from 2010, where we had the budget of \$113 million notionally allocated, to now. We're aware of the security decisions in terms of the level of security activation that's happening around the games to best match the footprint of the games, the venues and the sports schedule as all of that is organized.

We do have a window into and a review of the operational activities that are occurring at the organizing committee and also how that is coordinated with the host jurisdictional services. As a part of risk management and project management, we do look at that. We look at the changing conditions, the changing and better clarity on the requirements in terms of delivering security services. That was understood in conjunction with changes in the budget.

**Ms. Peggy Sattler:** You just talked about the requirements for choosing the security services. Can you speak to the decision-making process in terms of the procurement of those private security services?



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**Ms. Nancy Mudrinic:** No. No, I can't, not in terms of the specific procurement of private security. That was done by the MCSCS, the ministry responsible for that. In terms of that, that's a question that they're best able to answer.

**Ms. Peggy Sattler:** From a risk management perspective, I wondered—our understanding is that Contemporary Security Canada has won the contract to provide the services for the Pan Am Games—\$81 million—but there have been problems with this company following the G20/G8 protests in 2011, with charges laid about failing to ensure proper uniforms, hiring unlicensed guards, offering security services while not licensed. Wouldn't this entail risk, engaging a company that has such a poor record in past experiences?

**Ms. Nancy Mudrinic:** My colleagues at that ministry are responsible for implementing that aspect of the games and the details around the provision of private security and the controls that they would have in place to address those issues, from a risk perspective. Their responsibility in meeting the games' requirements is really focused on them and in a very specific operational delivery in terms of meeting those requirements. So I think that that aspect of the operations is best addressed by the security experts.

**Ms. Peggy Sattler:** So risk assessment that's related to the provision of security services is the responsibility of MCSCS; it has nothing to do with the function of your department?

**Ms. Nancy Mudrinic:** The specific operational details, when it comes to understanding and controlling, perhaps, some of the items that you raised, are really an operational expertise. That's something that they would control in terms of their environment.

**Ms. Peggy Sattler:** But isn't there an element of financial risk if it's an \$81-million contract and the kinds of services that you would expect aren't delivered appropriately for that \$81 million?

**Ms. Nancy Mudrinic:** From the financial perspective, the assessment of risk is looking at the delivery of services and the different options and alternatives that exist in providing those services from a financial perspective. Who can provide them best and what controls and features—how that's put on the table from an operating perspective is MCSCS. Certainly, we look at the alternatives when it comes to providing services from a public perspective, from an OPP perspective and from a private security perspective. Those are, perhaps, on the financial side, more of the alternatives and options that we work with them on, and understanding what the risks are and relying on their advice as security experts—because they are the security experts—on the best way to deliver those services.

**Ms. Peggy Sattler:** When Saäd Rafi was here last week, committee members asked some of these questions around the security of the games, and he also was not able to—that wasn't within his area of responsibility.

These are questions, as you said, that should be posed directly to MCSCS. Is that correct?

**Ms. Nancy Mudrinic:** Some of the components that you asked about are very detailed operational security questions that, from a financial perspective, I'm not in the best position to answer.

**Ms. Peggy Sattler:** But isn't it even a value-for-money kind of question? For \$81 million, are you getting the appropriate level of security service? This is an operational question, not financial.

**Ms. Nancy Mudrinic:** From the value for that perspective and the delivery of services in that way, there's a few different ways in which I—to deliver security services, that ministry is in the best position to provide the advice and make the decisions on ensuring safety and ensuring that security services are delivered in the appropriate manner. There are trade-offs in how you deliver those security services from a financial perspective, in terms of—is it the OPP, as an example, that delivers those services, or is it private security? It's a combination thereof.

In terms of making those decisions, my understanding is that MCSCS certainly relied on some of the experiences of other organizations as they delivered similar games and looking at the right mix between using and utilizing private security services where it's appropriate and bringing it back to the table.

**Ms. Peggy Sattler:** Can you confirm: Has that contract been signed?

**Ms. Nancy Mudrinic:** I believe it has.

**Ms. Peggy Sattler:** Okay. I wanted to go back to some of the personnel issues. Who, in the ministry, is responsible for signing off on these contractual arrangements with the specific individuals about the kinds of severance payouts that they get? Who is responsible for that?

**Ms. Nancy Mudrinic:** That's the responsibility of Toronto 2015, and it's a contract that's entered into between the individual employee and the organizing committee.

**Ms. Peggy Sattler:** So Toronto 2015 has full authority to make up those contracts, and there's no sort of ministry involvement in whatever kinds of—I understand that Ian Troop got a cash payment of \$478,200, \$27,300 in retirement benefits, \$10,000 in out-placement payments, \$3,500 in legal fees and medical benefits of \$15,800. All of those aspects of his employment contract—TO2015 had full authority to negotiate that and there was no ministry oversight or involvement?

**Ms. Nancy Mudrinic:** Our oversight in terms of salary and wages is looking at Toronto 2015 and managing to the \$1.4-billion envelope that they have. The specific details of an individual employment contract are really the responsibility of the organizing committee, and they make those determinations.

**Ms. Peggy Sattler:** Do you think that this was an appropriate settlement in terms of an employment contract?

**Ms. Nancy Mudrinic:** It was their decision in terms of the terms and conditions of the contract.



**Ms. Peggy Sattler:** Okay. The money that would come for this payout, as well as whatever comes from the contracts from the two new executives who were let go—that money has already been budgeted for? That's included already in the—

**Ms. Nancy Mudrinic:** It's in their budget.

**Ms. Peggy Sattler:** It's in the operational budget of 2015? Okay.

My other question: Going back to a comment that you made in response to a question from Mr. Jackson around mitigation strategies, you talked about the use of Infrastructure Ontario because of its past experience as a strategy to mitigate levels of risk. Can you give me some examples of other mitigation strategies that you would use to reduce levels of risk?

**Ms. Nancy Mudrinic:** We talked a little bit about this already. In terms of our review of various financial reports from Toronto 2015, understanding the details associated with that and a review of the annual business plan is a strategy that provides us potential early warning signals in terms of any financial components of the games. So the rigorous review of those financial reports also helps assist in risk mitigation.

**Ms. Peggy Sattler:** How much time do I have?

**The Chair (Mr. Grant Crack):** Just under three minutes.

**Ms. Peggy Sattler:** Just under three minutes. Okay. What are some other specific examples of early warning signals that you would look for?

**Ms. Nancy Mudrinic:** We would look at various benchmarks, certainly understanding the level of operational planning that Toronto 2015 has accomplished at any given point in time. That would provide us a benchmark to understand how well they've planned in terms of their operations and some of the goals that they've achieved; that's a useful tool for us to look at as well. We talked about the various reports that we receive. They share project management information with us as well that helps us understand where they've accomplished their operational level of planning. That's important to us from delivering our host jurisdictional services; as well, understanding and working with them on their achieving a certain level of operational completeness, which helps in terms of the operation of transportation and other host jurisdictional services—so working with them, co-operating and coordinating with them. Part of that work also feeds into that information as well and understanding operational readiness.

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**Ms. Peggy Sattler:** I wonder, through the Chair, in light of the comments that were made about the role of the MCSCS in terms of the security provisions, if I could request some information to be provided to the committee. Do I do that now or should I—sorry. I'm new at this, so I don't know the procedures.

**The Chair (Mr. Grant Crack):** I respect what you're saying.

**Ms. Peggy Sattler:** Okay.

*Interjection.*

**The Chair (Mr. Grant Crack):** I think how this would work—I think you could request information through the witness—

**Ms. Peggy Sattler:** Okay.

**The Chair (Mr. Grant Crack):** —what's relative. But if you're looking for other information from another ministry, for example—

**Ms. Peggy Sattler:** Yes, it would be.

**The Chair (Mr. Grant Crack):** —we'd want to discuss that at the committee level to see what information you're actually looking for and get unanimous consent to request.

**Ms. Peggy Sattler:** At this point? Because it sort of follows directly from the comments about the role of MCSCS in the oversight of the security budget. Would this be the right point to do that?

**The Chair (Mr. Grant Crack):** I think what we'll have to do—the time is up. Just let me take a few seconds to consult with the Clerk so that we can figure out how to proceed with this one.

It appears that there are a couple of possible avenues forward here.

**Ms. Dipika Damerla:** Chair, can we just clarify what the request was? We missed that.

**The Chair (Mr. Grant Crack):** Ms. Sattler, could you clarify the request one more time?

**Ms. Peggy Sattler:** Yes. I'm interested in the committee having access to the RFP for the security service provision records respecting the RFPs, the responses to the RFPs, the final checklists and the records that led to the decision to select the Contemporary Security Canada as the games security provider.

**The Chair (Mr. Grant Crack):** I think that is a fair request. I think what we should do is continue with our line of questioning and perhaps we could debate that after, but there's a couple of options we could move forward. You could request someone from MCSS to come—did I say that right?

**Ms. Peggy Sattler:** MCSCS.

**The Chair (Mr. Grant Crack):** MCSCS—thank you—and/or you could request the Chair to write a letter to the ministry to request the information that you're looking for. Those are options that we could look at.

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Ms. Damerla.

**Ms. Dipika Damerla:** If you wanted clarification as to whether that would fall within the original parameters and mandate of this committee in terms of what we are doing, what's the best way to do that, because I'm not sure—it may or may not, but I just want some clarification as to whether that request of another ministry is part of the mandate of the committee as it was constructed to undertake.

**The Chair (Mr. Grant Crack):** Okay. So once again, I think there's a question being asked here. I think what we should do is continue with the rotation and get through the delegations today, and then we can have some discussion at the end of the meeting on how you



want to move forward with the particular request. Is that fair enough?

**Ms. Peggy Sattler:** Okay.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll move to the government side. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Ms. Mudrinic, for being here. Actually, welcome back. I think you were here once before.

**Ms. Nancy Mudrinic:** I was.

**Ms. Dipika Damerla:** I recall that, yes.

Thank you for all of your time here. I know you have a busy day outside of committee work as well. Any sport of this scale—and certainly this is probably the largest games Ontario is going to be hosting. It's also the largest ever Pan/Parapan Am Games to be hosted. I know, given the scale of the games, it is a multi-party endeavour, and given the geographic scale—it's many municipalities, obviously the province of Ontario, the federal government, TO2015, all of these various players. I know that this committee has spent most of its time focusing on the role of the province, but to understand the role of the province, I think it's important to get the context of who the other players are and how they constrain what the province can and cannot do in the joint responsibilities where many of the decisions are taken.

In light of that, could you just outline for us what the multi-party agreement looks like generally, a general outline?

**Ms. Nancy Mudrinic:** The multi-party agreement is really a governing agreement that each of the parties responsible for delivering the games is a party to, so that includes the federal government, the province of Ontario, the Canadian Olympic Committee, the Canadian Paralympic Committee, the city of Toronto and, through joinder agreements, other municipalities and universities are also parties to this agreement. So the agreement covers a fairly large scope of responsibilities and requirements and, of course, this is an agreement with Toronto 2015, the organizing committee.

The agreement itself—you have a copy of it there—certainly talks quite a bit about incorporation, the board and its responsibilities as well. It talks about governance in terms of how the board is formed and certain aspects of the senior membership of the delivery responsibility for Toronto 2015, and how those partners participate and how they're formed as well. There's a description on board governance issues and certainly a lot of the requirements in terms of delivering the games. There's a lengthy section on business planning and what Toronto 2015's business plan is expected to cover, ranging from financial reporting to a plan for French-language services, a cultural plan and other details.

The agreement also talks about the funding contributions, and there are many parties that contribute funding for the delivery of the games, the federal government being one, the province of Ontario as well, and it talks about the terms and conditions of funding; and municipalities as well, in terms of the delivery of services, the funding, the participation in the capital program. Those

are same sorts of features that apply to the city of Toronto and other municipalities that have venues and are having events in the games.

The multi-party agreement has typical features when it looks at how to manage disputes between the various parties. I talked a little bit about incorporation documents. It talks about the requirements of a cultural plan, French-language services, as I said, and various other features.

So it's a fairly comprehensive plan in terms of understanding the different roles and responsibilities, delivery responsibilities of all of the partners that are a part of these games. It certainly is heavy on Toronto 2015's requirements, but, at the same time, it does contemplate the other partners, their roles, their governance roles and their commitments in terms of providing services and facilities for the games.

**Ms. Dipika Damerla:** Now, one of the things I have heard, along with being probably the most ambitious and largest Pan/Parapan Am Games ever held, the other thing I'm hearing is that it's also one of the most open and transparent games, and I just wanted to hear your thoughts on that.

**Ms. Nancy Mudrinic:** One feature of openness and transparency is the application of FIPPA to Toronto 2015, and that was a decision that was made, that FIPPA would be applied to that organization, so that has a very distinct and quite a rigorous feature of being open and transparent. Information provided to the federal government and the provincial government in terms of activity reporting is also an important feature. Toronto 2015, through these agreements, does post a quarterly report on their website. In terms of transparency, the agreements—the multi-party agreement, the transfer payment agreement, the Ontario support agreement, the host city agreement and PASO statutes—are all posted on Toronto 2015's website, as is a regular, updated quarterly report. Toronto 2015 also posts on its website various policies associated with procurement as well.

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Toronto 2015 has been posting senior expenses. They've done two postings so far, I understand, in November and at the end of February as well—on their website, which is the website everyone should go to in terms of understanding the requirements of the games and the features of the games. It's certainly there. There's a fairly robust description of the projects and a good detailing, also, of the progress of the various capital projects as well. All of the venues are clearly articulated there, and a good understanding of the sports program, the types of sports that are going to be delivered, all of the partners that are involved.

**Ms. Dipika Damerla:** Would you know which jurisdiction—I mean, there's the province, there's the federal government. Who's idea was it to bring the games under FIPPA? Do you happen to know?

**Ms. Nancy Mudrinic:** The province's.

**Ms. Dipika Damerla:** Did the province have to do it, or was it just something that the province chose to do?



**Ms. Nancy Mudrinic:** They chose to designate Toronto 2015.

**Ms. Dipika Damerla:** Would you say, in your opinion, that this choice reflects a desire on the part of this government to be open?

**Ms. Nancy Mudrinic:** Certainly all of the requirements for transparency—and I outlined quite a few of the features that are available for the public to read and see to have a better understanding of the games and all of its obligations—add, overall, to the transparency of the games.

**Ms. Dipika Damerla:** Comparing it to, for example, the Winter Olympics that were held in British Columbia, did the province, at that time, do something similar to what we've done in terms of bringing the games under FIPPA?

**Ms. Nancy Mudrinic:** I don't believe that the BC government did that. An Olympic Games and a Pan American Games are somewhat different in a variety of features, but certainly respecting that the funding for staging these games is, in large part, composed of funding from Ontario, from Canada, and certainly, for the major capital projects in municipalities, from municipalities or universities as well—as it is public funding from that source, that transparency is an important feature as part of that.

**Ms. Dipika Damerla:** In terms of transparency, my understanding is that one can find fairly detailed information. Could you give me some idea of the level of detailed information that is available to anybody who chooses to go online?

**Ms. Nancy Mudrinic:** Again, the place where a lot of this information is found is Toronto 2015's website. I think that the various agreements that are posted there—and I spent a little bit of time talking about the multi-party agreement, but the transfer payment agreement is there as well, as are a series of other agreements. Reading through those agreements provides a very description of funding commitments. They provide a good description of various responsibilities from the funding partners and articulate the provision of services and the provision of host jurisdictional services as well.

In addition, with the bid book being available as well online, the bid book describes in great detail the aspirations around the different components of delivering the games, including the sports, the type of commitment that was made by all partners that are party to developing the bid, and the type of games that will be here in Ontario at that time. There is a lengthy section on the athletes' village, the sports, the cultural programs, the celebration programs. The bid book gives a very good description of the expectations of what the games are going to look like.

**Ms. Dipika Damerla:** Would the transparency go as far as showing figures for salaries of senior executives and their expenses and that sort of thing?

**Ms. Nancy Mudrinic:** I'm recalling—as part of the quarterly reporting, Toronto 2015, in a broad sense, provides a good description of spending to date, funding for various projects, operating funding, how much has

been spent, how much has been committed. So that information is available, but the granular detail of an individual salary is not part of that aspect of Toronto 2015's reporting. However, as Toronto 2015 is the recipient of funding from Ontario, they are subject to public sector salary disclosure. So as a part of the annual disclosure of salaries, there's a significant amount of detail provided there for all Toronto 2015 employees who meet the terms of the Public Sector Salary Disclosure Act.

**Ms. Dipika Damerla:** Based on what you're saying, this is probably one of the most transparent games ever. Would you agree?

**Ms. Nancy Mudrinic:** There is a significant amount of transparency that's applied to the games.

**Ms. Dipika Damerla:** Just going further on that idea of governance and transparency, auditing is always a big part of the checks and balances to make sure that money is being spent the way it ought to have been, and if it isn't, to flag that. As the ADM for risk management and financial oversight, could you perhaps tell us what audits have been performed on the organizing committee, TO2015?

**Ms. Nancy Mudrinic:** Sure. As a recipient of transfer payment funding from Ontario, the public sector directives on expenses, perquisites and procurement apply to Toronto 2015. As well, the governing agreements—in particular, the MPA also contemplates in terms of procurement the fair, open, transparent process for that. As a part of this feature, Toronto 2015 was required to be compliant to these directives as soon as they received \$10 million in funding from the province. As of April 1, 2012, those aspects of the directives were applicable to Toronto 2015.

As a part of that, through the internal audit teams of government, a decision was made to perform a series of audits on Toronto 2015. From a time perspective, compliance started April 1, 2012, and an audit was performed starting three months later. The reason that was done was to allow a little bit of time for Toronto 2015 to be under the frame of the directive and then perform an audit in fairly early days. The benefit of this was to be able to provide advice to the organizing committee, if required, in terms of their practices, in terms of expenses, perquisites and procurement. So a series of audits was done. Expenses and perquisites were done together, and procurements was a second audit of the organizing committee. That was done over the summer of 2012. The internal audit team, working with ourselves and with Toronto 2015, developed a series of reports on the results of their audit and provided advice. The intention is that in this upcoming fiscal year, a follow-up audit would be done on those items, on expenses, perquisites and procurement as well.

In addition, another audit that is currently ongoing is Toronto 2015's compliance to the various governing agreements. We've talked a little bit about what those are. The audit is composed of looking at the various requirements. The requirements include aspects of reporting, submission of business plans, general govern-



ance within the organizing committee, and it's laid out in fairly great detail in the multi-party agreement. That audit is now ongoing. We're expecting the results of that audit later, next fiscal year. The intention is that, later on, a follow-up audit would be performed on that topic as well.

**Ms. Dipika Damerla:** Coming to the federal government, does the federal government have any involvement in these audits, or do they perform their own audits for their stake of the games with TO2015?

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**Ms. Nancy Mudrinic:** The federal government also has a contribution agreement with Toronto 2015 for their funding, so the scope and scale of the federal audit is based on their contribution agreement with Toronto 2015. They perform audit functions associated with compliance and the terms and conditions of their contribution agreement.

**Ms. Dipika Damerla:** They do an independent, separate audit? Is that what you're saying?

**Ms. Nancy Mudrinic:** It's a separate audit, yes.

**Ms. Dipika Damerla:** Are you aware of what agency the federal government uses for their audits?

**Ms. Nancy Mudrinic:** I can't tell you off the top of my head if it's done through their internal teams or if it's an external provision.

**Ms. Dipika Damerla:** Speaking of the federal government, do you have any interaction with a counterpart from their ministry or any representatives?

**Ms. Nancy Mudrinic:** I do. The federal government, as well, has an organization within their sport division that manages activities such as the delivery of games. On a regular basis, I do speak with the federal government, as do my staff when it comes to—

**Ms. Dipika Damerla:** But more specifically, just as the province has somebody like yourself for financial oversight, does the federal government have somebody for financial oversight for their portion of the contribution?

**Ms. Nancy Mudrinic:** Yes, they do. They have a staff that manages that for them as well.

**Ms. Dipika Damerla:** How often do you communicate with that counterpart who's responsible for financial oversight?

**Ms. Nancy Mudrinic:** I do frequently. My staff, as well, do on a daily basis, so—

**Ms. Dipika Damerla:** Daily. Okay. That's good to know.

**Ms. Nancy Mudrinic:** —there's quite a bit of interaction.

**Ms. Dipika Damerla:** Do you receive any documents or financial updates from their investments in the games?

**Ms. Nancy Mudrinic:** Many of the documents that Toronto 2015 produces, they do so for the purposes of the provincial and federal governments. So we have a lot of shared financial documentation. As a part of the federal government's contribution agreement, they ask for some specific project funding and spending information for the capital projects. That information, as Toronto 2015 sends it to the federal government, is also provided

to us as well. It's a federal government requirement, but we do see that information.

**Ms. Dipika Damerla:** Chair, how much time do we have?

**The Chair (Mr. Grant Crack):** Seven minutes.

**Ms. Dipika Damerla:** Okay. Good.

I just wanted to talk a little bit about the athletes' village. It's one of the major projects that have been scrutinized, and it's a long-term investment for this province. Could you tell this committee about the partners that we've been working with to build the athletes' village?

**Ms. Nancy Mudrinic:** Sure. I'd be happy to do so. The athletes' village is a project that is being developed within the greater West Don Lands. The planning for the West Don Lands has been a long-term initiative of Waterfront Toronto, in conjunction with the province, the federal government and the city of Toronto as a part of the overall commitment to the redevelopment of Toronto's waterfront. In the West Don Lands, an initial phase is well under way that includes housing developments, affordable housing and a new park that was opened last year. The athletes' village is the continuation of the development of the West Don Lands and the next phase of development.

The planning work around the implementation of the village has many partners to it. It's spearheaded in combination by Waterfront Toronto and Infrastructure Ontario, but certainly the development of a new residential community involves the participation of many partners, including the city of Toronto, as you can imagine, for various planning approvals. Various other partners are part of the development of that community when it comes to the provision of a new streetcar line, a new community centre, new affordable housing that will be happening there. So there's quite a few different partners that are interested in its development and part of the overall process.

**Ms. Dipika Damerla:** Back in 2009, it looked like the estimate for the athletes' village was \$1 billion, but now it's down to \$709 million. Is that correct? Can you comment on that?

**Ms. Nancy Mudrinic:** In 2009, as a part of the bid, the overall consideration of the athletes' village was around a billion-dollar development. In terms of implementing the village, it was a procurement that was run by Infrastructure Ontario and Waterfront Toronto in terms of acquiring the services for the construction, the development of not only the village but the supporting infrastructure that goes along with it. As a part of that competitive process, the village was procured, and the next phase of development could begin. The number associated with that is, as I said, \$709 million.

**Ms. Dipika Damerla:** The fact that it's about \$300 million cheaper than anticipated: How does that reflect on the province's ability to negotiate a deal with all of the stakeholders?

**Ms. Nancy Mudrinic:** The provision of the village for \$709 million was done as part of an open and competitive process, managing the requirements of what was



required to deliver the games. From 2009 to the close of this procurement process, which was January 2012, a lot of work happened between the province, Infrastructure Ontario, and Waterfront Toronto in terms of understanding the requirements of the deliveries of an athletes' village, and what was required to be able to stage the games.

The village was developed with a footprint keeping in mind all the work that happened to understand what was required to be able to accommodate 10,000 athletes and officials over the games' time, over the Pan American Games and the Parapan American Games that occur over two different periods of time. Having that information from Toronto 2015, the organizing committee, understanding better the requirements for a village—what was required in terms of athlete number of days, athlete hours, athlete beds and things like that in terms of figuring out how to build the village—had an impact on what the village would cost, and it was put out, as I said, in an open, competitive process.

**Ms. Dipika Damerla:** Do you think it's a good-news story, that it's coming in at \$300 million less than what we hoped?

**Ms. Nancy Mudrinic:** It's an open number in terms of the \$709 million. It will be ready in plenty of time for the games, so it's certainly positive.

**Ms. Dipika Damerla:** Could you tell us exactly when the cost of the athletes' village was outside of the operating budget? The operating budget is \$1.4 billion. At what point was the athletes' village put outside of the operating budget? Was it from the get-go? What's your understanding?

**Ms. Nancy Mudrinic:** Looking at the bid documentation in the bid book, the athletes' village is described as being an item of delivery outside of the organizing committee's budget. When the procurement of the athletes' village was complete and announced in January 2012, it was certainly part of a provincial deliverable at the time. It was the province, through Infrastructure Ontario, Waterfront Toronto and our partners there, but it was a provincial delivery, as the West Don Lands is a parcel of land owned by the province.

**Ms. Dipika Damerla:** So what you're saying is, right from the get-go, it was always outside the operating budget?

**Ms. Nancy Mudrinic:** Yes.

**Ms. Dipika Damerla:** Thank you. Would you be able to tell us a little bit about why the West Don Lands was chosen as a site for the athletes' village? My understanding is that it was a brownfield before?

**Ms. Nancy Mudrinic:** Yes. The West Don Lands is a brownfield site, and it's part of the ongoing development as part of the regeneration and revitalization of Toronto's waterfront. Work had already commenced in the first phase of the West Don Lands, and having the athletes' village in the West Don Lands provided a boost to that community in terms of accelerating development. A lot of the planning, development and infrastructure planning work had been organized and contemplated. It was a

great fit in terms of having a centralized village in Toronto, where a majority of the activities will be happening for the games, and a continuation and acceleration of the ongoing development of the West Don Lands.

**Ms. Dipika Damerla:** Thank you very much. I have no more questions.

**The Chair (Mr. Grant Crack):** Thank you very much. You had only 14 seconds left.

We'll go to the second round. We have a 10-minute round. We'll go to Mr. Jackson.

**Mr. Rod Jackson:** Thank you, Chair. Can you tell me what you—do you know much about the municipal partnership agreements, as far as—well, just about anything between venues and security? These are agreements that I don't think have been signed yet. Is that correct?

**Ms. Nancy Mudrinic:** They have not. They have not been signed yet.

**Mr. Rod Jackson:** What do these partnerships mean? Can you explain to us exactly what municipal partnership agreements are?

**Ms. Nancy Mudrinic:** The exact details of what will be in the agreements and the level of operational detail in the services, specifically—I can't really comment on that right now, because it's more of an operational requirement. But I can tell you that as a part of a host jurisdiction, there are services that need to be provided for the games that are outside of the responsibility of Toronto 2015.

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These agreements that are under contemplation now will outline the provision of these services in terms of, using one example, certainly garbage pickup and that type of municipal operation, ensuring that the games are a success and that when an event happens in a particular municipality, it's well run and efficient for that community.

**Mr. Rod Jackson:** Is there a chance that this could have an effect on any budget, whether it's TO2015's or the secretariat budget or the provincial side of it? I guess what I'm getting at is that if the municipality and the province can't come to an agreement that is favourable for the province or the organizing committee, the organizing committee or the province would pick that up.

**Ms. Nancy Mudrinic:** The provision of those services is contemplated as part of—again, I draw your attention to the chart that you have in front of you. If you look at that bottom half again, the host jurisdictional games costs, you see, on the third line from the bottom, that there is a municipal services provision in terms of what the estimates could be. This is part of the number that was put out there in the various technical briefings. As you said, these are early days for these details with the agreement. As that work goes on over the coming months, it's contemplated as a part of this budget over here.

**Mr. Rod Jackson:** That 15 to 35 is a pretty broad range; one number is double the other. What are the chances this—I guess there's a good chance it falls within that 15 to 35; that is a pretty broad range. But what is



the risk that it comes outside of that on the high end? Surely, there's a risk for everything, I know, but in your opinion—

**Ms. Nancy Mudrinic:** There's still work to do on this, as you said. It's early days. I think that providing the numbers here of 15 to 35 indicate exactly that, that work is ongoing. In future technical briefings, if this number needs to be refined—eventually, it will be refined once all of the agreements are signed and we know what it is, but that will be subject to future meetings that we'll have and technical briefings. Right now, this is the range that we understand it could be in.

**Mr. Rod Jackson:** I think there are eight other municipal police forces that are involved in the security partnership. Is that included in the municipal services portion of that?

**Ms. Nancy Mudrinic:** No. The provision of security is part of the overall security budget. Again, I don't have the operational responsibility for security, but security is delivered by the local forces in the community in which events are, so it will involve the local police force. That \$239 million is what encompasses what you just noted.

**Mr. Rod Jackson:** Okay. How much time do we have, Chair?

**The Chair (Mr. Grant Crack):** Just under six minutes.

**Mr. Rod Jackson:** Okay. I still have a fair bit of questions I want to get through, so forgive me if it seems a little curt.

Let's talk about the athletes' village for a minute: \$709 million. I've heard different numbers about the recoup number on that. What do you think is the amount the province will recoup in cash on that project?

**Ms. Nancy Mudrinic:** The number that was provided to the committee a few weeks ago was \$71 million in terms of the revenue that the province would receive from the athletes' village.

**Mr. Rod Jackson:** Seventy-one million dollars?

**Ms. Nancy Mudrinic:** Yes.

**Mr. Rod Jackson:** So \$71 million out of the \$709 million—how is that money being recouped? Where is that money coming from, that \$71 million?

**Ms. Nancy Mudrinic:** I believe that my colleague who was here previous to me from the secretariat provided you with a chart, I think, that may have outlined that. I don't have it here in front of me, but it's revenue associated with the affordable housing projects, the YMCA and the George Brown facility.

**Mr. Rod Jackson:** Who are the units being sold to, exactly, when we're talking about the housing units?

**Ms. Nancy Mudrinic:** The affordable housing components—agreements were made with various affordable housing providers. They will own that building and provide affordable housing to the community in a way that affordable housing providers do—typically in Ontario. So they'll own the units, they'll own the building and provide rental housing. As a part of the other major development, I believe there's affordable ownership units

as well that will be a part of that, and they'll be owned by individuals.

**Mr. Rod Jackson:** How many providers are there?

**Ms. Nancy Mudrinic:** There are two.

**Mr. Rod Jackson:** Two? Okay. And how many units in those two providers would be the total?

**Ms. Nancy Mudrinic:** There are about, give or take, 250 units.

**Mr. Rod Jackson:** What is the retail amount of each of those units?

**Ms. Nancy Mudrinic:** I can't answer that question.

**Mr. Rod Jackson:** Do you know what they're getting each unit for?

**Ms. Nancy Mudrinic:** No, I don't.

**Mr. Rod Jackson:** No? So of the total units, including the ones that are being sold to those groups, how many units are being sold in total? You said that there are some that are going to be owned by individuals.

**Ms. Nancy Mudrinic:** Of affordable housing, there are two buildings, and I believe the total number of units within those buildings is 250.

**Mr. Rod Jackson:** Okay. So outside of that, there's no other types of housing?

**Ms. Nancy Mudrinic:** Well, there's the rest of the residential construction that's happening, but that's outside of the affordable housing units. I think there's around—again, give or take—800 units of market housing, and around 100 of the 800 is affordable ownership.

**Mr. Rod Jackson:** Okay. Am I correct to say that the majority of the recouped cost of that \$71 million is coming from those two providers that are paying for those 250 units, plus people who are buying the other units, that that equals roughly—and George Brown and the Y—the \$71 million?

**Ms. Nancy Mudrinic:** Yes.

**Mr. Rod Jackson:** What is the remainder of that money that's not being recouped? Where is that going, that investment? What I'm trying to get to here is, this is such a wonderful project to provide low-income housing, but the only way we're recouping the cost is by charging these low-income housing providers for it. It kind of is backwards logic that this is a great thing that the province is paying for. I think in one case, one of those providers is actually paying \$8 million. These low-income housing providers are paying \$8 million to buy those units to be able to provide that low-income housing. So if that's the case and the money's being recouped from them, then what's the giveaway part for the remainder of that \$709 million? Who benefits from that?

**Ms. Nancy Mudrinic:** My understanding for the affordable housing component is that it's structured in a similar way as all affordable housing projects are in terms of government funding and the arrangements for that. The remainder of the funding is going to the development of that next phase of the West Don Lands, which includes a significant amount of public infrastructure works, the development of roads, sewers and general public infrastructure, including a new—I think the



Cherry Street streetcar LRT will be through there as well. As someone mentioned earlier, it was a brownfield land, so cleanup is required of that land as well.

Certainly there's a cost associated with the provision of those units to be suitable for the athletes to be used during the games, and the acceleration of this part of the community in the West Don Lands is being accelerated five to 10 years earlier than what was originally contemplated.

**The Chair (Mr. Grant Crack):** Fifteen seconds.

**Mr. Rod Jackson:** Okay. So that \$638 million is for the infrastructure that's attached to that development?

**Ms. Nancy Mudrinic:** Again, I know a chart was provided previously that provided perhaps a few more details of the components of the village that was under construction.

**Mr. Rod Jackson:** I'm not sure it broke it down quite that specifically, but—

**The Chair (Mr. Grant Crack):** Thank you very much. We shall move on. The 10 minutes are up. I apologize.

Ms. Campbell? No, Ms. Sattler.

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**Ms. Peggy Sattler:** Thank you very much. I have some more questions based on your introductory remarks, the text of your comments here. The top paragraph on page 2, the final sentence, says that your group is monitoring risks related to games partner activities that may have an impact on Ontario's objectives for the games. Can you give us some examples of what kinds of risks related to games partner activities could have an impact on Ontario's objectives for the games, and what are you looking for as you are engaged in this monitoring?

**Ms. Nancy Mudrinic:** I think a great way to describe that is looking at the operational readiness in games delivery and efficiency of the games. There are various partners that are responsible for games delivery. There is the organizing committee that is staging and implementing the specific details of the games, sports schedules, movements of athletes and officials, but there are also other partners that are providing host jurisdictional services, ensuring that the transportation network is available and can accommodate the movements of athletes and officials and, from that light as well, looking at the transportation network as it needs to continue to serve the travelling public and also for day-to-day operations, businesses, day-to-day movements for people going back and forth from work, from school, going about their daily business, but also the ability of Ontarians and visitors to be able to participate in the games, to be spectators and to join in with the various community celebrations and events that are happening.

So from a risk perspective, it's important to look at the deliveries associated with all—there are many, many partners associated with delivering all of those services—looking at the various plans in terms of implementation plans, and ensuring that cost-effective and efficient solutions are put on the table in terms of the delivery of those services. That's an important part of risk delivery and

looking at the objectives and ensuring that the games are well run, efficient and that objectives are met in terms of people expecting a good, seamless games operation.

**Ms. Peggy Sattler:** So you make assessments as to what the partners are proposing to do, as to whether that's reasonable to expect that they will be able to deliver what they're committing to deliver in their overall plan?

**Ms. Nancy Mudrinic:** It's understanding the scope and scale of delivery, looking at efficient delivery of those services, things that make sense, and that they're well coordinated between all of the different delivery partners.

**Ms. Peggy Sattler:** You mentioned the transportation network and the ability of Ontarians to travel back and forth to work at the same time that the games are going on. Is your department involved in decisions around transportation logistics, as to how you're going to be able to manage that transportation network and balance the needs of commuters as well as the athletes and the spectators?

**Ms. Nancy Mudrinic:** The secretariat works with all of the partners on the transportation team, which includes the Ministry of Transportation and certainly, as you can imagine, with the large scope and scale of transportation providers across the entire footprint—which includes Metrolinx, the city of Toronto, TTC, transit services, road services, road operation and traffic services—there are many, many partners that work on a coordinated transportation plan, and the secretariat is also one of those partners. Toronto 2015 is part of that partnership as well. They are also relying on the services of transportation and transit providers to ensure that games operations can run smoothly. So it is a partnership when it comes to the delivery of those services.

**Ms. Peggy Sattler:** Do each of those agencies—Metrolinx, TTC, municipal transit—put in their own plan to you? Or is there one plan that comes to your department that you review?

**Ms. Nancy Mudrinic:** The strategic framework for transportation was most recently released a couple of weeks ago, and that was developed as a partnership of all the partners that I talked about. The Ministry of Transportation released a plan a few weeks ago that looks at various options and delivery of transportation services to look at efficient delivery of the games.

**Ms. Peggy Sattler:** Okay. So you would review that strategic framework in its entirety, not necessarily the individual contributions made by each of the participating partners?

**Ms. Nancy Mudrinic:** It's a plan that's developed by all the partners, so it's hard to distinguish, really, the individual components of it. The partners all work together in terms of making decisions on options and developing alternatives for the delivery of transportation. It's a comprehensive plan that takes into consideration various options, alternatives and opportunities by all the partners that are participating.

**Ms. Peggy Sattler:** So when you're assessing risks related to games partner activities, does that include the



role of the municipality? The municipalities provide you with plans as to how they're proposing to deliver on their commitments, and then you also review all of that documentation?

**Ms. Nancy Mudrinic:** Well, we just most recently spoke about the municipal service agreement, so as a part of that, it's understanding the scope and scale of what a host jurisdiction—and a host jurisdiction is certainly the province. Municipalities are hosts to facilities and events as well. It's important to understand and bring together the operational requirements for the games and the requirements for municipalities that are hosts to these areas. As a part of that work we work with municipalities as well.

**Ms. Peggy Sattler:** Is this the kind of thing that you would ask your third party validator to be involved with, because they would have—would you make judgment calls as to whether this is realistic or practical and achievable? Or would you bring in—is it Deloitte that you use?

**Ms. Nancy Mudrinic:** No, not for the risk management framework. The risk management framework, from a broad perspective, is a project management tool that we work with with those partners in terms of understanding the risk. It's not a report-in necessarily to us, where we review or grade or look at it that way, but rather a tool where we all talk about risk. We look at alternatives, strategies, options in terms of mitigating and managing risks and looking for solutions. It's a very iterative approach in overall looking at risk.

**Ms. Peggy Sattler:** And is emergency preparedness part of that as well, the kind of risk that you look at?

**Ms. Nancy Mudrinic:** There is a robust emergency preparedness plan as well, and a number of emergency preparedness exercises are being planned for the games, where all of the partners come together and look at different aspects of what could happen and aspects of emergency preparedness. I guess that's a very live risk management plan in practice, where all of these partners come together and look at the services that they deliver, options, alternatives, contemplate various scenarios, how it would play out and who would do what as a part of that and develop plans. At the end of it, protocols will be developed and understanding of roles and responsibilities will be developed. Part of that is really digging into looking at alternative solutions and understanding roles and responsibilities.

**Ms. Peggy Sattler:** How much time do I have?

**The Chair (Mr. Grant Crack):** Twenty-one seconds.

**Ms. Peggy Sattler:** Okay. That's good. Thank you very much.

**Ms. Nancy Mudrinic:** Thank you.

**The Chair (Mr. Grant Crack):** We'll move to the government side.

*Interjection.*

**The Chair (Mr. Grant Crack):** No further questions. Well, thank you very much for coming this afternoon. You did a great job.

**Ms. Nancy Mudrinic:** Thank you for the time.

**The Chair (Mr. Grant Crack):** We appreciate it.

There's going to be a vote, I would think, in a number of minutes. Do we want to get started on the next delegation or—

*Interjection.*

**The Chair (Mr. Grant Crack):** Take a five-minute break? Okay. A five-minute break is reasonable. Thank you.

*The committee recessed from 1550 to 1616.*

## TORONTO 2015 PAN AM/PARAPAN AM GAMES ORGANIZING COMMITTEE

**The Chair (Mr. Grant Crack):** I'd like to call the meeting back to order, following that exciting event in the House. Prior to starting, I'd just like to advise the committee that I will be having to depart at 4:30, at which time there will be an election for a Chair. Unfortunately, I'm going to have to interrupt the presenter—well, he'll get to present, but it'll be the NDP, during the questioning and statements, that I'll have to just stop and excuse myself.

Having said that, it's a great honour to have Toronto 2015 Pan Am/Parapan Am Games Organizing Committee senior vice-president, sports and venues, Mr. Bob O'Doherty. Great to have you here, sir. There's going to be a 25-minute round from each side, all three, followed by a 10-minute round of questioning and comments and statements, that type of thing. You will be able to begin with a five-minute presentation.

The floor is yours, sir. Welcome.

**Mr. Bob O'Doherty:** Thank you, Mr. Chairman, and welcome to the other committee members. My name is Bob O'Doherty, and I joined Toronto 2015 in September 2010 as the senior vice-president of sport and venues. I actually moved from Ottawa to be part of this extraordinary undertaking in sport that will have a transformational impact and leave a lasting legacy in my home region and my home province for generations to come.

I've been involved heavily in sport for over 40 years as an athlete, coach, educator and administrator. I've competed nationally in a number of sports and played professional football for the Winnipeg Blue Bombers of the Canadian Football League.

Over the past 30 years, I've held a wide variety of senior management positions within the Canadian sports system, including serving as the chief operating officer for three national sport organizations. I've also been involved in bidding for and bringing over 20 major sporting events to the Ottawa area in the province of Ontario, including the Ontario Games, the Canada Games, the Canadian Special Olympics winter games, the Commonwealth Games and various other national and international single sport events. Prior to Toronto 2015, I was the general manager of the 2009 IIHF world junior hockey championship in Ottawa, which, to this day, is still the biggest and most successful single sporting event ever come to the province of Ontario.



At Toronto 2015, I oversee our sport programming, venue management at games time, medical services and anti-doping, Parapan planning and integration, international relations, and national Olympic committee and national Paralympic committee services. One of my biggest responsibilities is building relationships and strategic partnerships with a wide variety of client groups, many of whom are located throughout the Americas, in the Caribbean as well as in Europe. They include the International Olympic Committee, the International Paralympic Committee, the Pan American Sports Organization out of Mexico City and its 41-member groups, and the Americas Paralympic Committee, which is headquartered in Argentina, and its 30-member groups. In addition, our sport clients include continental, international, national and provincial sport organizations. In total, my team and I work with hundreds of client groups in these areas.

Working collaboratively with these groups is essential to the successful delivery of the games. These strong relationships have enabled Toronto 2015 to accomplish a number of firsts and best-ers that will significantly raise the profile of our games. I've highlighted some of them: biggest international multi-sport games ever hosted in our country, and the most comprehensive investment in sport infrastructure in our country's history. We're hosting the full Olympic program for the first time ever, including the canoe/kayak slalom and the new Olympic sports of golf and rugby sevens.

We have the most Olympic qualifiers in Pan Am Games history. They'll be here in Toronto. We have the most Paralympic sports in the history of the Parapan Am Games, including the addition of wheelchair rugby, which has its origins in Canada. We also have the most Paralympic qualifiers in Parapan Am history, with all 15 sports being Parapan Am qualifiers. We have the most female athletes in the history of the games: 45% of our participants will be female. Our biggest and best Canadian teams in the history of the games will participate here. Canada will be looking for great podium performances.

These accomplishments are positioning the Toronto 2015 games to be a key part of the athletes' high-performance pathway to the Rio 2016 games. This strengthens our ability to attract the best athletes in the Americas and the Caribbean and to raise the sport competitions within the games to unprecedented levels.

For example, we were able to work out an agreement with FINA, which is the governing body for aquatics, which saw them move the dates of their 2015 world championships to ensure the best aquatics athletes in the Americas could come to Toronto 2015. They've never done this before, and it clearly shows that the behind-the-scenes work that we are doing is paying off.

There are additional advantages that we have put into place to deliver our best-ever games, which I am happy to discuss with you today as well.

In closing, the Toronto 2015 games will deliver an outstanding athlete and spectator experience and provide strong, sustainable economic, social and sport legacies

for Ontarians. That's why I got involved in 2010, and it's what continues to motivate me today.

I welcome your questions. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. Any Grey Cup rings, Mr. O'Doherty?

**Mr. Bob O'Doherty:** No. My last year in Winnipeg was 1983, and the Bombers won in 1984. Timing is everything.

**The Chair (Mr. Grant Crack):** Sorry to hear that, sir. We will start with the New Democratic Party: Ms. Sattler.

**Ms. Peggy Sattler:** Thank you very much, Mr. O'Doherty, for being here today and for your introductory comments. You gave us an overview of the kinds of experiences you've had in the past, and also your responsibilities at TO2015 in terms of the things you oversee.

Would you say that your responsibilities at TO2015 are similar to the kinds of activities that you were involved in, in your previous experience with major sporting events?

**Mr. Bob O'Doherty:** Very similar. In my previous positions as a chief operating officer, I had even more responsibilities than the ones that I currently have at Toronto 2015. My depth and breadth of experience previously was a lot greater than the focal area that I currently have. So, very, very similar.

**Ms. Peggy Sattler:** On page 3 of your presentation, the last point lists the different areas that you're responsible for: international relations, and national Olympic committee and national Paralympic committee services.

Then you go on to talk about building relationships and strategic partnerships throughout the Americas and the Caribbean, as well as Europe.

Building partnerships and strategic relationships: Is that covered by that bullet on international relations?

**Mr. Bob O'Doherty:** Yes, it is. Our primary client groups, for my area of responsibility, are the national Olympic committees and the national Paralympic committees. We have 41 national Olympic committees in the Americas, and we have 30 national Paralympic committees. Those are the organizations that select and provide the athletes to come to Toronto 2015.

**Ms. Peggy Sattler:** Sorry, how many committees did you say?

**Mr. Bob O'Doherty:** Forty-one national Olympic committees and 30 national Paralympic committees.

**Ms. Peggy Sattler:** Okay. As you will recall, there were many concerns expressed through the media and elsewhere about the expenses of TO2015 executives. Is there anything you would like to share with this committee about the expenses of the executives and, particularly, yourself, as you were carrying out this work?

**Mr. Bob O'Doherty:** From my perspective, because it's a primary responsibility that I have, to look after this client group, it does require international travel. So I would expect that, on an ongoing basis, I would have probably between four and six international trips each year to service this client group, where I'm either required to make presentations to the rights holders, for



example, which are the Pan American Sports Organization and the Americas Paralympic Committee, or to meet with groups of NOCs, NPCs or, in the case of the sports side, with groups of international federations and continental federations. I'll only attend a meeting if we believe that the benefits for attending the meeting are commensurate with the expenses to attend it. A good example is some of the international meetings we've had with FINA, who is the rights-holder governing body for aquatics. We had a couple of meetings with them that paid off in the end with them moving the dates of the world championships for the first time ever to accommodate the best athletes in the Americas to come first to Toronto and then go to the world championships in Kazan, Russia, several weeks later.

**Ms. Peggy Sattler:** You mentioned that your responsibilities for TO2015 are very similar or comparable to the work that you did in other major sporting events.

**Mr. Bob O'Doherty:** Yes.

**Ms. Peggy Sattler:** Did the other major sporting events that you've been involved in also have this same degree of international travel and the same kinds of expenses incurred?

**Mr. Bob O'Doherty:** Yes, absolutely. It usually is variable, depending upon the size of the client group that you're servicing internationally.

**Ms. Peggy Sattler:** Would this be an example of the biggest client group that you've been serving internationally?

**Mr. Bob O'Doherty:** Absolutely. These are the biggest games ever to come to Canada, so this would absolutely be the biggest client group that I've had to service, as far as numbers go.

**Ms. Peggy Sattler:** Do you think the expenses that you've incurred in fulfilling your role have been reasonable based on your work in the past and the expectations of the job?

**Mr. Bob O'Doherty:** Yes.

**Ms. Peggy Sattler:** Have you changed any of your expense practices or travel habits since there was so much negative media attention focused on this?

**Mr. Bob O'Doherty:** From my perspective, right from the get-go, when I joined the organization back in 2010, we only undertook travel if we felt that the benefits were commensurate with the investment of what the travel expenses would be. That philosophy hasn't changed since I first joined the organization.

**Ms. Peggy Sattler:** You mentioned FINA's decision to change the date of its aquatics event as one of the benefits of the travel. Can you tell us other examples of some of the benefits that you've gotten out of the travel?

**Mr. Bob O'Doherty:** Sure. The other big benefit is negotiating with the international sport federations to increase the number of Olympic and Paralympic qualifiers. We are at historic levels. In Guadalajara in the 2011 games, we had 11 Olympic qualifiers and 13 Paralympic qualifiers; in Toronto, we're going to end up at between 16 and 18 Olympic qualifiers and 15 Paralympic qualifiers. The investment of our time in negotiating and

working these agreements with international federations has proved to be very beneficial.

**Ms. Peggy Sattler:** To get that increase in the number of qualifiers, that required you to go in person to these member groups, international organizations and—

**Mr. Bob O'Doherty:** Absolutely. But we look for synergy. I'll give the example in sport: Once a year there's a convention called the SportAccord Convention, where every international federation on the Olympics side comes. So instead of me going to visit 36 different international federations individually, I go to that one convention and meet with all 36 over six days. We look for opportunities like that to ensure that we're spending money wisely when we travel.

**Ms. Peggy Sattler:** How many opportunities were there like that, that you were able to meet within Ontario or Canada with a group—

**Mr. Bob O'Doherty:** SportAccord is an annual convention, so that's what we target to address the international federations. Then, if we have the opportunity or need to meet with a smaller group, we'll do so outside of the SportAccord Convention.

**Ms. Peggy Sattler:** That was the need for some of the travel to Miami, Rio, Mexico, Phoenix, Jamaica, Cayman Islands, St. Kitts—

**Mr. Bob O'Doherty:** Well, a lot of those are required trips to report to the stakeholders. The Pan American Sports Organization, for example, has a general assembly once a year, and two to three executive committees throughout Central and South America. We also have regional organizations. For example, CACSO is the Central American and Caribbean Sports Organization, which represents all the countries in the Caribbean. We have ODESUR, which is the sport organization that represents all the federations in South America. They have their own general assemblies, which we're required to attend, and we do so as required.

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With regard to groups of meetings, for example, a lot of the international federations are located in Lausanne, Switzerland, so often, if we have the opportunity to go to Lausanne, we meet with eight or 10 of them on a targeted basis, again looking for opportunities to group these meetings together as opposed to having one-offs.

**Ms. Peggy Sattler:** And when you say that these were required trips, does that mean that whichever jurisdiction is hosting the games is required to make these trips?

**Mr. Bob O'Doherty:** We are required. They are the rights holder of the games. We—TO2015—are required to report and give updates, and answer to their executive committee and board of directors on a regular basis.

**Ms. Peggy Sattler:** So for previous games, the organizers would have all engaged in the same level of international travel?

**Mr. Bob O'Doherty:** That's correct.

**Ms. Peggy Sattler:** Were you involved in the decisions to change the original venues to the cluster system?

**Mr. Bob O'Doherty:** I was involved in that process, yes.



**Ms. Peggy Sattler:** And how has that decision helped or hindered the municipalities that were then left out?

**Mr. Bob O'Doherty:** From a games operational point of view, it streamlined our operations. I think we've created some great operational and financial efficiencies by doing so.

I believe the total number of competition venues when I joined the organization was in the neighbourhood of 50. We're now down to 32 competition venues, so we're a much more streamlined organization.

Out of that, I believe we now have 11 clusters and nine stand-alone venues. The nine stand-alone venues are based upon technical reasons where the sport requires water or elevation, so our choices are limited, or where previous commitments were in place to ensure that the host municipality would be hosting a specific sport.

So I think we've made great inroads into being a more efficient operation as far as our venue plan, while still maintaining a fairly wide regional footprint for the benefit of the 16 host municipalities that we have as part of our plan.

**Ms. Peggy Sattler:** So, was the cluster—

**The Chair (Mr. Grant Crack):** Sorry, Ms. Sattler. Sorry to interrupt. It's 4:30, so we're going to have to just go through a little procedural thing. Sorry, Mr. O'Doherty.

I'll pass it over to the Clerk. I will have to leave. Again, my apologies, and good luck with the rest of the day.

**The Clerk of the Committee (Ms. Sylwia Przewdziecki):** Honourable members, owing to the absence of both the Chair and the Vice-Chair, it is my duty to call upon you to elect an Acting Chair. Are there any nominations?

**Ms. Dipika Damerla:** Thank you, Clerk. I'd like to nominate Bob Delaney as Chair.

**The Clerk of the Committee (Ms. Sylwia Przewdziecki):** Okay, Mr. Delaney. Any further nominations? Mr. Delaney, do you accept the nomination?

**Mr. Bob Delaney:** Yes.

**The Clerk of the Committee (Ms. Sylwia Przewdziecki):** In that case, there being no further nominations, I declare those closed and Mr. Delaney duly elected Acting Chair of the committee.

**The Acting Chair (Mr. Bob Delaney):** Let that be a lesson to the committee on the smooth transfer of authority.

Ms. Sattler, the floor continues to be yours.

**Ms. Peggy Sattler:** How much time do I have?

**The Acting Chair (Mr. Bob Delaney):** You have 13 minutes and 40 seconds.

**Ms. Peggy Sattler:** Okay. Thank you.

The decision to change to the cluster model for the venues—that was based on efficiency purposes? That was a financial decision?

**Mr. Bob O'Doherty:** Well, I think there were a number of reasons. In some cases, we had to change some venues because they didn't meet the international federation's technical requirements to host the event, so

we had to make the change to get a venue that would be approved by the international federation. That was step one.

Step two was to take the clustering principle—which had already had its founding in the bid document; there were four clusters already established in the bid document—and expand upon it to see if we could drive operational and financial efficiencies.

Number three is that when we make these decisions, we don't make them lightly. We want to ensure that it enhances the athlete experience, because at the core of these games are the athletes. We have to make sure that, if we're changing a venue, it is going to enhance the athlete experience. A good example might be that it's closer to our main athletes' village or closer to a satellite village that we have in play. For athletes, we try to minimize the time they are on buses and maximize the time that they're in training and competition venues.

I think the last reason with regard to our capital programs, whether it was a major or a minor capital program, is to look at the sustaining legacy value that that venue is going to provide back to Toronto 2015 well after the games are over.

**Ms. Peggy Sattler:** You mentioned the efficiencies that were achieved by increasing, enhancing the cluster model. What's the dollar amount of the efficiencies that were achieved?

**Mr. Bob O'Doherty:** I think the efficiencies that we created allowed us to stay within our budget of \$1.4 billion. I came in September 2010, and it was \$1.4 billion; today, three and a half years later, it's still \$1.4 billion. So these were changes that we made to ensure that we would stay within our current operating budgets.

**Ms. Peggy Sattler:** So if you hadn't made those changes, you would have been over budget?

**Mr. Bob O'Doherty:** We potentially might have had to face the realization that additional resources might have been necessary.

**Ms. Peggy Sattler:** What about transportation plans? Is that part of your role in terms of venue management, looking at transportation between the venues?

**Mr. Bob O'Doherty:** It isn't. What I mean by "venue management" at games time, our venue team runs the venue during the games, so they're on-site actually being the venue general manager, if you will. Just like one of our venues would have a general manager running it today, we assume that role during games time. It's a very multidisciplinary role, in that we have to integrate all the games services underneath our venue general managers to deliver the games, transportation being one of the services provided to the venue. So that would be another operational area that's outside my area, but if you have any general questions pertaining to transportation, I can certainly try to address them.

**Ms. Peggy Sattler:** Well, you had mentioned earlier that one of the principles is to reduce the time that athletes, I think, spend travelling between venues.

**Mr. Bob O'Doherty:** Right. So usually, international federations set the time limit of somewhere between 45



minutes to 60 minutes as the upper cap of how long their athletes should be in buses. If we can't deliver on those times, then we move to see what alternative arrangements might be, and typically that's when we start moving to providing satellite villages for those athletes so they're much closer to their training and competition venues.

**Ms. Peggy Sattler:** Okay. When you were looking at reorganizing the venues in order to stay within budget, was travelling one of the main considerations that would have been factored in?

**Mr. Bob O'Doherty:** It would be one of the considerations, not necessarily the main consideration.

Let's use the example of soccer. When I joined the organization, we had three competition venues for soccer, of varying degrees from the athletes' village, all with their own unique operating costs. We consolidated all that to one venue in Hamilton, which is a capital project for us, so it's a rent-free venue for us because of the capital program that we have in place. As a result, the financial and operational efficiencies that we put into place for that one sport would be a good example of what we were looking to do right across the board. That happened in several sports, where we decreased the number of competition venues that were required and tried to get them into one venue.

**Ms. Peggy Sattler:** Now, you said that you weren't directly responsible or involved with overall transportation logistics, but you said you could provide some insights or comments about—

**Mr. Bob O'Doherty:** From the athletes' perspective, one example I just gave you, the time limits that usually international federations set, so we would work with our transportation team at Toronto 2015 to try and meet those objectives with regard to athletes' expectations.

**Ms. Peggy Sattler:** Are you able to shed any light on how the 20% reduction in traffic will be realized?

**Mr. Bob O'Doherty:** I'm sorry, that's outside of my sphere.

**Ms. Peggy Sattler:** Can you walk us through what the next few weeks and months look like for you in your role at TO2015?

**Mr. Bob O'Doherty:** Sure. The biggest change for our organization is that we're starting to really focus on the delivery of the games. On our particular sport side of things, we're getting very, very deep into our sport operations, planning and finalizing things such as our sport schedule. Our sport schedule has gone through five major revisions. We have two more to go. We are at about 85% confidence right now. We have to have our final sport schedule at about 98% confidence in July, because that corresponds with when we start going to the general public to sell tickets, so obviously we need our competition schedule nailed down as much as possible.

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We're just starting now in the procurement of our sports equipment. We have about a \$6-million budget in sport equipment. With 51 different sports and 68 different disciplines, you can imagine the grocery list that goes

into that \$6 million. We'll be starting the procurement process as we get into that.

In the month of May, we start our test event program, which is a 12-month program, where we're going to have 45 test events: three that Toronto 2015 is going to run and 42 where we're partnering with national sport federations, to test out the various venues and sport operations sides of things. That will lead us into the springtime, in preparation for the games a year later.

We're also getting our final qualification system and technical manuals to all the sport organizations, national Olympic committees and national Paralympic committees so they can start the process of putting into place how they're going to select their best athletes to come to Toronto.

That's sort of a quick example of some of the things that we're working on in sport in the next couple of months.

**Ms. Peggy Sattler:** The \$6 million for the procurement of sport equipment: Is that something that you oversee directly? Or who oversees that?

**Mr. Bob O'Doherty:** My team oversees it. That's right.

**Ms. Peggy Sattler:** So your team is—

**Mr. Bob O'Doherty:** One of my teams is my sport team. I have 35 people who work for me just in sport alone. One of those positions is our sport equipment manager. Our sport equipment manager, working together with my VP of sport and myself, will oversee the procurement of those items, working with our procurement office at Toronto 2015.

**Ms. Peggy Sattler:** And how is that process done? How does that process work for the procurement of the sports equipment?

**Mr. Bob O'Doherty:** It's done in an open and transparent manner. We have this process in place where it gets posted. There are opportunities for all organizations that are registered with Toronto 2015, or that are interested in having those opportunities to bid on our business, to do so.

**Ms. Peggy Sattler:** How much time do I have?

**The Acting Chair (Mr. Bob Delaney):** You have a little under five minutes.

**Ms. Peggy Sattler:** Oh, under five minutes. Okay. Are new staff going to be hired, or do you have the staff complement in place as you're transitioning from planning to actual games delivery?

**Mr. Bob O'Doherty:** We have over 330 staff now at Toronto 2015. I would say about 70 of those staff are in sport and venues. Of that 70 sport and venues staff, 35 of them would be in the sport side of things, probably 24 or 25 in venue management, and the rest distributed through the other key operational roles.

We're in the hiring process right now for probably another six to eight positions. After those are in place in the next couple of months, we'll probably have put into place most of our full-time staff complement. Our target was to do so about a year in advance of the games, so we'll be a little ahead of that schedule.



The balance of our hires will be much closer to the games, in the last three months prior to the games, where there will be specific roles filled in the areas of sport management and venue management. Those are temporary workers to us, because they come after January 1, 2015.

So I would expect our complement to grow, say, from 80, probably with another 30 to 40 people in place, to 110 or 120 by games time.

**Ms. Peggy Sattler:** Okay. But you're hiring six to eight positions in the short term, but then the balance—

**Mr. Bob O'Doherty:** We have some positions in medical services, for example. We also have some positions in international relations that we're hiring, and also in Parapan planning and integration.

**Ms. Peggy Sattler:** Okay. But you said the balance of the hires will be two to three months before the games. How many is that?

**Mr. Bob O'Doherty:** Thirty to 40.

**Ms. Peggy Sattler:** Oh, so about 30 to 40 more hires just shortly before the games start.

**Mr. Bob O'Doherty:** That's right.

**Ms. Peggy Sattler:** What will those people be doing?

**Mr. Bob O'Doherty:** Those will be people who will probably be specifically involved on the sport competition side, on the field of play, and probably on the venue management side, assisting our venue manager on-site, probably as an assistant venue general manager.

**Ms. Peggy Sattler:** Do you have a role in the hand-off of the venues following the completion of the games?

**Mr. Bob O'Doherty:** Well, we do have a role, but it's actually overlaying the infrastructure that hands the capital of project venues back to the venue owners.

**Ms. Peggy Sattler:** What kind of infrastructure is in place to make sure that the legacy projects are able to move forward, are functional and are ready to be handed off?

**Mr. Bob O'Doherty:** Each project would have its own timelines in place with regard to the time frame that Toronto 2015 has to return the building in the condition in which it received it. Then there would be some process of signoff between Toronto 2015 and the venue owner that we have returned it in the shape in which we received it, and then they would continue on with regard to their ongoing operations afterwards.

**Ms. Peggy Sattler:** Where would—

**The Acting Chair (Mr. Bob Delaney):** And this is to warn you that you have just a little more than a minute and a half of time remaining.

**Ms. Peggy Sattler:** Where would all that be documented in terms of the handoff following the completion of the games? Is that part of the—

**Mr. Bob O'Doherty:** In the facility agreements between Toronto 2015 and the venue owners.

**Ms. Peggy Sattler:** Okay. And each facility agreement would have—

**Mr. Bob O'Doherty:** It would have the time frames involved, and we would have to turn back the facilities in their proper condition back to the venue owner.

**Ms. Peggy Sattler:** Okay. And there may be differences based on the nature of the facility?

**Mr. Bob O'Doherty:** Yes. Every venue is different, depending upon the complexity of what has to be done to return it to its original operational mode.

**Ms. Peggy Sattler:** Right. Okay. Thank you very much.

**The Acting Chair (Mr. Bob Delaney):** Thank you very much. To the government side: Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair, and thank you, Mr. O'Doherty, for coming here. I heard your opening remarks. Your resumé is very impressive and you appear very well suited to this role, so congratulations.

Given your wide experience in the world of sports, can you tell me a little bit about your experience with event bids and how your experience with other event bids, if any, may compare with the bid for the Pan Am Games?

**Mr. Bob O'Doherty:** That's a great question. As you know, I'm a big supporter of sport tourism and really believe Ontario can play a leading role in this area. When I was in Ottawa, I probably bid on 40 to 50 major different events on behalf of Ottawa and Canada's capital region. We had great success in bringing events there, and believe it or not, our biggest problem in Ottawa was getting the rest of Canada to believe that there was a pretty good community that lived in Ottawa; it wasn't just about the headlines that came from the politics of it. Ottawa started carving out a real niche as being one of the leading host communities in Canada.

The one thing that I was not involved with—kept an eye on—was the bid for the Pan Am/Parapan Am Games. Really, for me, it was a godsend that the bid was submitted, because a lot of times it's the timing that is crucial. If we look at when Canada has bid for the Olympic Games, we lost 1996 to Atlanta and we lost 2008 to Beijing, and we had superior technical bids. I believe that Toronto would be a great Olympic and Paralympic host, but the timing was wrong. The politics of the day—you have to ensure that the timing is right.

For Toronto, even though they were forced to submit the bid on tight time frames and did so probably with not completed, full information, their timing was impeccable. As far as the rotation went and the way bids are submitted for the Pan Am Games, PASO viewed a bid coming back to Canada in 2015 as something that could really help grow the brand and the awareness of not only their organization but of the games.

The last time Canada hosted was 1999 in Winnipeg, so it was sort of North America's turn, and I think Toronto did a great job closing the deal in their final presentations, which were done down in Guadalajara. I still remember November 6, 2009, when the announcement was made that Toronto had won the bid. I think it was a great day not only for Canada but it was a great day for this province.

Personally, I had felt defeat on the international stage with our inability to bring the Commonwealth Games here to Canada and, in particular, to the province of Ontario. That really upset me. It still upsets me to this day,



because one of the key legacies that any of these major games leaves behind is the infrastructure, not only for high-performance sport, which is badly needed in this country, but also for recreational and community programming, which lends itself to the sustainability of the project. We just weren't able to crack that nut.

I think when Saād was here, he indicated that the last time Ontario had hosted a major games was back in 1930, well before our time. I say this is our time now, and our time is to host a best-ever Pan Am and Parapan Am Games. I'm really excited that the bid went in when it did and was successful, and now it's our job to deliver against those commitments that were made to ensure the legacy of the games but also to position Toronto and the province of Ontario long-term as a leader in the hosting of major sporting events, not only in this country but internationally. I think that's a very viable goal.

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**Ms. Dipika Damerla:** Your answer touched on, actually, three different things that I want to follow up on.

I'll begin with the piece around tourism, because you hinted that you were quite disappointed we didn't win the Commonwealth Games, and I heard you talk about the importance of sports tourism. Perhaps you could speak to why you think it's so important that we host a games like the Pan/Parapan Am Games.

**Mr. Bob O'Doherty:** Well, first of all, the size and scope of this project alone—you know, the impact is in the billions of dollars and the incremental tax revenues that will be shared federally and provincially will be significant. I would venture to say that there will be a return on investment, a significant one, on the \$500 million that have been invested by the federal government and the province of Ontario. So I don't see it as an expenditure; I see it as an investment in sport that will pay dividends in the short term and long term.

On the sport tourism side of things, I've been involved in sport tourism since—I hate to say it—the early 1990s, before “sport tourism” was even coined in Canada. The first annual general meeting of the Canadian Sport Tourism Alliance, which is a membership of partners and stakeholders in the industry, was back in 2000. I think we had maybe 10 people there. We go to a general assembly now and they've got 400 people there. They all represent municipalities and rights holders of sporting events throughout the country. So this is a \$3.6-billion industry in Canada, and Ontario has an opportunity to take a much larger piece of the pie as a result of hosting these games.

In addition to that, that represents over 200,000 events at the provincial, national and international level that are bid on in this country every year. That's a significant economic driver, and I think if we get a bigger piece of the pie, the success stories start building momentum and gather on each other.

I use the example of two things that we're doing for the sport tourism industry here in Toronto that I certainly hope have legs. One is that we're bringing 45 test events to the greater Golden Horseshoe area in preparation for our games. When I ask the province how many major

events they are usually supporting each year or are aware of their coming, their answer might be four to six. Well, you know, we're bringing 45. Of those 45 events, a year later I'm staging 68 Pan Am championships in the period of 30 days—68 continental championships. So there's 100 significant sporting events in a period of less than a year that we're bringing to this area.

We're opening up the door to new partnerships between sport, private and public sector, venue owners and community groups. I think, if taken advantage of, this is a huge opportunity that will sustain itself long-term, and then Ontario will get a bigger piece of that sport tourism pie, which, by the way, will continue to grow. It was \$1.8 million when CSTA started back in 2000; it has now doubled. It's going to double again very, very soon. Because of this little niche industry, I think it's an area that we can do a better job on here in the province of Ontario. I exploited it quite favorably in the Ottawa area, and I'd certainly like to see the province now exploit it on a provincial basis and become a leader nationally and a leader internationally in hosting major events.

**Ms. Dipika Damerla:** The other topic that you touched upon was the legacy of the sports, and you mentioned high-performance sports events as well as just generally more sports events. Can you tell me a little bit about some of the value of some of these legacy pieces that we're building? For example, I know we're building something pretty special in Innisfil. Did you want to speak to that one?

**Mr. Bob O'Doherty:** Absolutely. I know previously, when Saād was here, some questions were asked about the sport legacy fund. Back in the early days, the NPA partners identified three target sports that really needed to build capacity as far as venue infrastructure. The reason for that was a dearth of these facilities in our country, the importance at the Olympic and Paralympic level of these sports, and for Canada to be successful long-term on the international stage, something had to be done. Of course, those three sports were athletics, aquatics and cycling. If you go and look at the Olympic program, they're three of the top six sports with regards to medal count. So for Canada to progress in the medal count, especially in summer sports, these are critical sports for us to deliver new, world-class infrastructure. And we've done so here.

Another sport that flies underneath the radar screen a little bit is shooting. Shooting, I think, has the fifth-highest number of medals at the Olympic Games. When we started out, I think we had three different venues for shooting in the bid book. We created a vision where we thought that we could have all three disciplines in one location, and that ended up being CFB Borden. At the end of the day, we weren't able to accomplish our objective from a legacy point of view.

We continued to look and came across the Toronto International Trap and Skeet Club, which we had had some discussions with. But at the same time, we never envisioned a solution that saw all three disciplines go there. Lo and behold, once we got all the parties around



the table, we delivered on that vision. The Toronto International Trap and Skeet Club is now getting new 10-metre, 25-metre and 50-metre indoor facilities, and we're expanding their outdoor ranges. So for the first time ever in the history of the Pan Am Games, all three shooting disciplines in pistol, rifle and shotgun will be held at one venue.

In addition to that, the legacy value for our top athletes in this sport will now be centralized in one location. The Shooting Federation of Canada is turning the location into its high-performance centre, so you'll see the top athletes in all disciplines training there throughout the year. They have also committed to bringing international and national events there on an ongoing basis—I come back to sport tourism—so you can see the kickoff benefits.

I would expect to see, in the next quad or two, Canada starting to show up on the Olympic podium in the sport of shooting because of this. That's what excites me. I was very excited by the announcement, and I can tell you that the shooting community in Canada was absolutely thrilled, in particular because in 1999, in Winnipeg, it was a temporary venue with no legacy, and in 1994, at the Commonwealth Games in Victoria, it was a temporary facility with no legacy. So you can imagine the impact that this is going to have on the sport.

**Ms. Dipika Damerla:** Where would our athletes have practised their shooting before we built the shooting facility in Innisfil?

**Mr. Bob O'Doherty:** In some cases, in their garage, I'm sorry to say. But typically, in most sports, what happens is that Canadians have to leave the country and go to train elsewhere around the world where the facilities are. The two sports that have commonly done this are cycling—because we have no four-season, permanent velodrome—and shooting, because we just didn't have the facility.

Now we're going to have a facility in both those sports, so our high-performance athletes and the up-and-coming Canadian athletes will now be able to live, train and compete in Canada. I think that's something we should all take great pride in, because it will be in the province of Ontario.

**Ms. Dipika Damerla:** What would you say the new facilities—the shooting facility in Innisfil and the velodrome in Barrie—are going to mean to the local communities there?

**Mr. Bob O'Doherty:** I would be very excited, because it provides them with a venue. You have to remember that the sustainability of these venues is not only built on the high-performance side of things. It is also built on the community and recreational programming. It will provide opportunities for the general public to come out, participate, exercise and take part in a world-class facility right next door to where they live, which they couldn't say before.

They can also get involved as volunteers in supporting any of the activities that are going on there, working on the events, and coming out as spectators, supporting

these world-class events that will now be coming to these facilities.

I think it's a win-win situation. I know that the people who we have spoken to in the communities have talked about this at length, about how excited they are to have these facilities open so that they can participate, as individuals, and cheer on our top athletes, as spectators.

**Ms. Dipika Damerla:** I guess one thing that's different is that we could have easily built, I'm assuming, the shooting facility or the velodrome closer to Toronto, in a bigger city, but we chose to go to smaller communities. I'm curious: What do you think of that and what impact it might have in that sense, that we have geographically dispersed the various venues?

**Mr. Bob O'Doherty:** I don't know if we would be allowed to shoot in Toronto, because there's a bylaw against it.

I'm really pleased about where we ended up. We originally had three venues that were scattered, each having a different shooting discipline. I think we're in a much better place now that we've consolidated. Again, I use another example of why we have consolidated from three venues to one: to drive operational and financial efficiency and to have sustainable legacy value. That's a great news story in the case of Innisfil and shooting.

I think that same example can be used in many cases where we've taken a similar approach. I always say that the biggest asset we have is that this is a regional bid and that we're sharing the wealth around the greater Golden Horseshoe with a number of our capital programs, which all have similar stories to the one I just told about Innisfil. Our greatest challenge from an operational point of view is that we have a large games footprint and we certainly realize that.

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We could never do this at an Olympic Games level. The Olympic Games has become very concentrated. If you look at the Toronto Olympic bids, even the last one that we did in 2008, it was a much more different model than, say, these Pan Am Games. Because there's more flexibility in the Pan Am Games, we're allowed to explore avenues where we can have a regional approach, and since legacy is so important in our country and in this province, we've been able to share the wealth.

We've actually been complimented on our approach of sharing the legacy by both PASO and the Americas Paralympic Committee, which is the rights holder, and even by Rio 2016, which has been up here looking at some of the things we've been doing on the legacy side of things to see if they can borrow some best practices for what they're doing.

**Ms. Dipika Damerla:** Would you say that Ontario is sort of leading edge when it comes to this idea of sharing the wealth, as you call it, and having venues in a wider geographic footprint?

**Mr. Bob O'Doherty:** That's a great question. I would think that the position that we're in today has certainly benefited the province of Ontario. Of course, I wasn't there in the early days to know strategically if that's what



the plan was originally because we've revised the venue plan, but certainly with the assistance of the province and working collaboratively with them, we've put into place a venue plan today that meets our operational and financial needs, while at the same time still delivering significant legacy values. So yes, I really like where we are today.

If we can now take what we are today—and I keep coming back to this message, that these games are much more than just 2015. They're about the next generation of Ontarians. I think it's important that we keep that in mind.

**Ms. Dipika Damerla:** One of the criticisms of the games at this scale in general has been the fact that you build for a games and then, once the games are gone, what do you do with the legacy pieces? How is Ontario different from other jurisdictions when it comes to the forethought that has been put into what to do once the games are done?

**Mr. Bob O'Doherty:** We've put into place a process with regard to legacy and all of our capital programs, depending upon the complexity and the scope of the capital program. We have certain requirements in place with regard to legacy, and one of the key principles was: How do we ensure priority to affordable access for our high-performance athletes? The federal government, which is providing the money for our capital program—that's their number one priority: high-performance sports. Obviously, if we're going to spend dollars somewhere, we want to see what the return is for our high-performance athletes.

Our second big check is the sustainability. We want to know what the business plan is for that venue to ensure that it's going to be sustainable over lots of decades to come—the old no-white-elephants mantra. We're very, very aware of what has happened at major games, and we certainly don't want to have any white elephants here.

We've been creating a lot of due diligence around reviewing business plans. In some cases, we reviewed sets of business plans because of the complexity of the project before we move forward. We certainly want to put into place a legacy program that has the approval and input of the national sport governing body or bodies that are going to be using the facility, so it has been a very collaborative approach between the venue owner, the governing body of the specific sport that's going in there, Toronto 2015 and the applicable levels of government. I think it has worked pretty well to date.

**Ms. Dipika Damerla:** Given your experience with multiple bids as well as attending or working with different sporting events, would you say that the government of Ontario's approach of actually planning the post-games scenario in such level of detail—would you say we are leading in this; we're doing something different than other jurisdictions?

**Mr. Bob O'Doherty:** Yes. I think the province did its due diligence with regard to looking for best practices of other games to ensure that the legacy value is there. Of all the games that I've been to, the ones that are the most

successful are the ones that have spent the time looking at the details of what the legacy should be. It has to start back in the bid stage. You have to set the platform of what the expectations are from a legacy point of view. You have to set out clear deliverables and be held accountable to them so that it's not a happenstance, that it's something that has been strategically decided upon, and the organizing committee and all the partners around the table have to be accountable to delivering on the legacy, because that's probably the biggest component of the games.

**Ms. Dipika Damerla:** So would you say, based on your knowledge, that when we made our bid, it already planned for the legacy?

**Mr. Bob O'Doherty:** Yes, absolutely. There was a legacy piece that was part of that, and I would like to think that we've taken that and enhanced it. From a sport perspective, and in the area that I work in, legacy is critical. It's absolutely critical. So we certainly spend a lot of time addressing that issue within the sport environment on an ongoing basis.

**Ms. Dipika Damerla:** Thank you so much. I'm just curious, in your role, what partners outside of TO2015 do you work with?

**Mr. Bob O'Doherty:** I think in my opening statement I talked about—we have hundreds of client bases—

**Ms. Dipika Damerla:** But the main ones. The key—

**Mr. Bob O'Doherty:** The main ones—I mean, this event is all about sports, so our international federations, which are the governing body for the sport internationally, are the ones that approve our plans, whether they're operational plans or venue plans. They sign off on the field of play. They appoint the technical delegate as our liaison that we work through to the international federation. So we have 36 of those international federations on the Pan Am side and 15 on the Parapan Am side, so those 51 international federations represent a very critical client group to us.

**Ms. Dipika Damerla:** Are they excited about the games?

**Mr. Bob O'Doherty:** They're absolutely excited about it. I must admit that Toronto created a lot of, I would say, good feelings from the two Olympic bids. Even though they were unsuccessful, they were well-received, particularly by the international sport community. The sense I get from the international sport community is that they'd love to see Toronto bid again somewhere down the road. That's not the focus of our games, but that's what we keep being told by international—they view Toronto as a great world-class city, and one that should have the opportunity to host.

They're very, very excited about Toronto being given the opportunity to host these games, because they're a huge games and they want to see the job that Toronto does. So we're going to be held accountable to delivering a best-ever games, because that's what the international sport community expects from us.

**Ms. Dipika Damerla:** I'm sure that you follow the media coverage of the games very closely—



**Mr. Bob O'Doherty:** I try not to.

**Ms. Dipika Damerla:** You try not to. Tell me why you try not to.

**Mr. Bob O'Doherty:** I try not to follow it.

**Ms. Dipika Damerla:** Just generally, how do you feel about the coverage? Does that have any impact on your day-to-day work, morale, anything? I'm just very curious.

**Mr. Bob O'Doherty:** Well, as I said, I really don't follow the media. I'm very much focused on what we have to deliver on the sport side of things. I think it would be unnatural to say that it doesn't impact the 330 staff that we have working at Toronto 2015. They're very aware of what's being written in the papers and what's being said on radio and television. They follow it closely, and it does impact morale, certainly.

It's something that we have to deal with every day. What I tend to tell my team is—I really try and put a positive spin on things—that we have to keep in mind that our vision is creating a great legacy. Not only a legacy for our staff and the people that are in the games, but they have to look at the bigger picture of what this is going to mean for Ontarians and Canadians, and what our responsibility is. We're doing so many great things, so we have to focus on those positive things and feel good about what we're going to be able to deliver in 2015.

**Ms. Dipika Damerla:** Yes, and there's a lot of good news—when I talk to people like you, when you come here to the committee—around the games: the fact that it's on budget and on time, that we've planned this so well, that we're doing things that no other jurisdiction has done to ensure the legacy piece and to ensure that the benefits are spread widely. We hope that those stories will also make the news at some point.

I'm just curious about—

**The Acting Chair (Mr. Bob Delaney):** You have about two minutes to go.

**Ms. Dipika Damerla:** Thank you. I'm just curious about, in your opinion—again, given that you've been involved with so many sporting events. One of the things that this government is very proud of is that we feel it's one of the most transparent and open games ever. In your position, would you be able to comment on that?

**Mr. Bob O'Doherty:** I think one of our objectives is to make these games very authentic, where the people of Ontario can enjoy the games and get to meet these great athletes who are coming up from the Americas. Our whole philosophy with regard to our ticketing approach and the pricing of our tickets will be to make it affordable for a family of four anywhere in Ontario to come and be part of the games and see first-hand what these great athletes are.

We don't have the same high level of security requirements as an Olympic Games, so the athletes tend to be in a more informal stage a lot of the time, and they like to interact with the spectators and have some fun. I think it helps their level of engagement and performance at these games. That's one of the unique things about a Pan Am and Parapan Am Games.

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We want to create those special moments where young and old alike—but particularly the young, you know? If we all look back to when we were younger, we were all motivated by certain figureheads and leaders, and we're going to have these tremendous athletes here. So I really hope they serve as motivators to the youth of Ontario, that they have an opportunity to buy a ticket to come down and see these great athletes, but also to, outside of the competition, have an opportunity to interact with them, chat with them, get their autograph or whatever it might be.

I think we're well on our way to creating those opportunities, and I think that will be what creates the special moments from these games, those unique touchpoints between our great athletes and the youth of Ontario.

**Ms. Dipika Damerla:** Chair, how much time do I have?

**The Acting Chair (Mr. Bob Delaney):** You have 13 seconds.

**Ms. Dipika Damerla:** All right. We'll leave the rest for the next round. Thank you so much.

**The Acting Chair (Mr. Bob Delaney):** All right. Thank you very much. To the PC side: Mr. Jackson, you have the ball.

**Mr. Rod Jackson:** Thanks very much for coming, Mr. O'Doherty. I appreciate your time. I know you're a busy guy and you've got lots of things to do, so I really do appreciate you taking the time to come in and talk to us today. I just want to start off following up on a couple of things I heard today—just some follow-up questions to a couple of the other questioners.

I want to go back to transportation issues for a quick moment. One of the things that PASO said that they had concerns about in the early days were the transportation issues in Toronto. As we know, the distance between the athletes' village and some of the main venues is right along the most congested roads in Toronto, and some of the travel is going to have to happen during peak times.

As we know, the transportation plan that was released a week or two ago really hinges on a 20% reduction in traffic, and really doesn't actually take into account a good chunk of the officials' and athletes' transportation needs. Is that something that you help to oversee, the athletes' and officials' transportation?

**Mr. Bob O'Doherty:** I don't personally, no.

**Mr. Rod Jackson:** Is that something that is—

**Mr. Bob O'Doherty:** It's handled by our transportation team at Toronto 2015.

**Mr. Rod Jackson:** I'm sorry?

**Mr. Bob O'Doherty:** It's handled by our transportation team at Toronto 2015, which is on the operational side, not our sport and venues side.

**Mr. Rod Jackson:** Okay. So the \$6 million that you talked about with the equipment that you're budgeted for, can you tell me—just give me a quick example of the types of things that would be. I know you can't name them all—there's a lot of stuff. But—



**Mr. Bob O'Doherty:** I'll go to the sport of gymnastics. Everything that you would see on the competition floor for the sport of gymnastics would be considered sport equipment that we would have to either purchase or rent.

**Mr. Rod Jackson:** Okay. So, like, balls, nets and—

**Mr. Bob O'Doherty:** Well, in gymnastics—

**Mr. Rod Jackson:** —gymnastics rings—

**Mr. Bob O'Doherty:** Yes. You've got trampolines—

**Mr. Rod Jackson:** —and horses—

**Mr. Bob O'Doherty:** You've got the rings, you've got the pommel horse, you've got the mats—everything that you see on the field of play. We have to replicate that in the training venue, and also in a warm-up venue, so we need three sets of everything.

**Mr. Rod Jackson:** Right. Is there a legacy plan for the equipment to go to, I don't know, inner cities, or spread out across Ontario?

**Mr. Bob O'Doherty:** Yes. We're just starting to get into the details of how we're going to distribute it, but in principle, we'll be working with the national federation of the sport to see how best the equipment gets distributed within the province of Ontario—to hopefully not only high-performance but community needs.

**Mr. Rod Jackson:** So it'll be distributed throughout the whole province?

**Mr. Bob O'Doherty:** Yes, working with the national sport federations. As I said, they're early discussions, so I can't give you any details, but that's certainly our intent.

**Mr. Rod Jackson:** Okay. That's good.

You mentioned earlier, too, that medical services falls under—is that under your auspices?

**Mr. Bob O'Doherty:** It is.

**Mr. Rod Jackson:** I think I heard the number 35. I think that was attached to some other hirings that were going to happen as well. Is that—

**Mr. Bob O'Doherty:** Yes. We're hiring in our medical area right now.

**Mr. Rod Jackson:** And what is the medical—is that physiotherapists? Is that paramedics?

**Mr. Bob O'Doherty:** It's all of the medical services to accredited games participants within our footprint.

**Mr. Rod Jackson:** Okay. So would that include physiotherapists, doctors and paramedics?

**Mr. Bob O'Doherty:** Yes, doctors, nurses, physios, massage therapists. We'll have medical services units at each of our competition venues and training venues. Our main polyclinic will be a temporary facility located in the athletes' village.

**Mr. Rod Jackson:** I was asking Ms. Mudrinic about this earlier, and maybe you can shed some light on it: In the games funding partner contributions, it has health down as zero. Is medical services not a part of the health budget?

**Mr. Bob O'Doherty:** Medical services is underneath my budget. It's about \$8 million to \$9 million.

**Mr. Rod Jackson:** It's \$8 million to \$9 million, in that range?

**Mr. Bob O'Doherty:** Yes. That includes the staffing as well as all the medical programs and services that we have to provide.

**Mr. Rod Jackson:** So that's all-in.

**Mr. Bob O'Doherty:** It's all-in, and it includes our anti-doping program as well.

**Mr. Rod Jackson:** Okay. And that's already within your budget?

**Mr. Bob O'Doherty:** Yes.

**Mr. Rod Jackson:** All right. Thank you for that. I want to talk a little bit about the Ivor Wynne Stadium rebuild. I know that because of the weather and whatnot, there have been some issues with it and some questions certainly raised.

In the winter quarterly report, it says the province gave \$22.3 million, but in the March report, it says \$22.5 million. What's the discrepancy there?

**Mr. Bob O'Doherty:** I'm sorry, I don't have the answer for you. It's not my area of responsibility specifically, so I'd have to get the answer for you and give it to you.

**Mr. Rod Jackson:** Could you undertake to supply that answer to the committee?

**Mr. Bob O'Doherty:** Sure.

**Mr. Rod Jackson:** Because I'd be curious, how that came to be.

**Mr. Bob O'Doherty:** I'm hoping it's not a typo.

**Mr. Rod Jackson:** Yes, me too. Sometimes those things happen, right? I mean, that's a couple of million dollars' worth of typo—or a couple of hundred thousand dollars, anyway.

The part that concerns me is that we keep hearing the “on time and on budget” thing. We know now—and correct me if I'm wrong—that the Ivor Wynne Stadium build is a little bit behind schedule at this time. Is that correct? The last time I heard, a couple of weeks ago, is four weeks—

**Mr. Bob O'Doherty:** I think it's public information now that Ontario Sports Solutions, who is the contractor, has notified Infrastructure Ontario, IO, that they're projecting up to a six-week maximum delay on the delivery of Hamilton stadium. They're now working through with the venue owner to best mitigate against that timeline.

As you know, it has been a very severe winter here. The frost is still very, very deep in the ground. The last thing that's usually done on these major capital builds is the field of play, and when the field is still frozen, you certainly can't complete that.

As far as the timing of the projected up-to-six-week delay, it doesn't impact us at all. We get the stadium 10 months in advance of the games instead of 12. The issues between the Hamilton Tiger-Cats, the venue owner, the constructor and IO will have to be worked out between them.

**Mr. Rod Jackson:** Do you know what the delay will cost, if anything?

**Mr. Bob O'Doherty:** Sorry, I don't have that information.



**Mr. Rod Jackson:** Do you know precisely what has caused the delay? You mentioned a couple of things. I know it has been a harsh winter, but what exactly has caused the delay?

**Mr. Bob O'Doherty:** It has been the harsh weather: high winds, cold weather—

**Mr. Rod Jackson:** Just inability for the—

**Mr. Bob O'Doherty:** The permafrost has been very, very deep. I think we can all vouch for that. I've been here for four winters. This, by far, is the worst winter I've ever seen. It has impacted the construction industry significantly.

**Mr. Rod Jackson:** Is the developer or the construction—whoever is in charge of building it—are they on the hook for any cost overruns?

**Mr. Bob O'Doherty:** Yes. It's not the taxpayer of Ontario; it's the constructor. They would have an indemnity clause with regard to their agreement with IO for their responsibility in that area.

**Mr. Rod Jackson:** Is that similar with all the venues? Do they have the same sort of clause so that the builders are on the hook for any cost overruns?

**Mr. Bob O'Doherty:** Absolutely.

**Mr. Rod Jackson:** Okay. I want to talk a little bit about the velodrome. Let me preface this by saying that although I know it gets presented that I might be anti-games or something, that's not the truth at all. In fact, I'm quite a big supporter of the games. I actually have friends who are going to be in the Pan Am Games. One of them is a cyclist, and he has been an Olympian. He might be in his last Olympics, coming up, and certainly in this upcoming Pan Am Games, and is a medal winner too, in the last Pan Am Games.

**Mr. Bob O'Doherty:** What discipline is he in?

**Mr. Rod Jackson:** Cycling.

**Mr. Bob O'Doherty:** Cycling. Track cycling or road cycling?

**Mr. Rod Jackson:** Track.

**Mr. Bob O'Doherty:** Track cycling.

**Mr. Rod Jackson:** He does a bit of both, but because there's not a velodrome here, he doesn't have anywhere to train. So we talk lots about this, and there is a need, certainly.

But I'll tell you my concerns flat out. Firstly, I have tried to wrap my head around the difference between the projected and estimated costs. The projected cost, I think, was \$50 million, and the estimated cost then rose to \$56 million, so a difference of \$6 million.

I guess the \$50-million number came from the bid book, and then when reality set in, the number rose to \$56 million. It's also within the budget, but still, can you explain to me how the difference between the projected and estimated cost and—

**Mr. Bob O'Doherty:** I'm sorry. I wasn't involved on the infrastructure side of that build, so I can't give you the answer to that.

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**Mr. Rod Jackson:** Okay. Is it still on time, the velodrome?

**Mr. Bob O'Doherty:** In the same letter, it's the same company that's involved in building Hamilton is building the velodrome. In the letter that's been provided to Infrastructure Ontario, they indicated that there could be up to an eight-week delay in the velodrome.

**Mr. Rod Jackson:** Is the velodrome in the same situation, where it's planned to be ready anyway a lot of time in advance of—

**Mr. Bob O'Doherty:** That's right. The substantial completion date was August 31. It's now going to be pushed till probably mid-October.

**Mr. Rod Jackson:** Okay. Can you confirm if there are any cost overruns on the velodrome?

**Mr. Bob O'Doherty:** Again, it's not the area that I deal in, so I can't confirm anything for you.

**Mr. Rod Jackson:** Isn't it something that—I mean, you're in charge of venues, right?

**Mr. Bob O'Doherty:** I'm in charge of venue management at games time. I run the venues at games time.

**Mr. Rod Jackson:** So you're not involved at all in making sure the venues are being done on time or on budget?

**Mr. Bob O'Doherty:** As far as infrastructure and overlay goes, it's a different area of our operations and they run the actual building and overlaying of the venues.

**Mr. Rod Jackson:** Do you have regular contact with that group about the status of these projects?

**Mr. Bob O'Doherty:** Absolutely.

**Mr. Rod Jackson:** Who's responsible for any of the issues that, say, the velodrome may—is it the developer still and the same with the costs overruns, the same thing we talked about before?

**Mr. Bob O'Doherty:** Yes. It's the same formula.

**Mr. Rod Jackson:** Okay. So let's talk about the legacy of that, and that's something else that concerns me a little bit. One of the only velodromes that hasn't become a white elephant in North America is in Atlanta, in a high-performance village, if you will.

**Mr. Bob O'Doherty:** There is no velodrome in Atlanta.

**Mr. Rod Jackson:** Then is there a velodrome that—

**Mr. Bob O'Doherty:** It's in California.

**Mr. Rod Jackson:** Okay. I stand corrected. So is it the only one? Is it part of a high-performance—

**Mr. Bob O'Doherty:** It is. It's a UCI-approved track.

**Mr. Rod Jackson:** Okay. Is that one of the only ones in North America?

**Mr. Bob O'Doherty:** Yes.

**Mr. Rod Jackson:** How many other velodromes have been built that didn't make it, that became white elephants? I know there's one in Montreal that's now an arboretum, I think. Do you know of any others that—

**Mr. Bob O'Doherty:** There are quite a few around the world, but our focus is really on making the one in Milton sustainable. Our focus all along was to ensure that their business plan is sustainable. I have full confidence in the plan that they presented to us as part of their funding application from the sport legacy fund, that it'll be a sustainable business for a long period of time.



**Mr. Rod Jackson:** How much of that legacy fund—was the number a \$20-million legacy fund for the venues after? Am I right about that?

**Mr. Bob O'Doherty:** No. It's \$70 million.

**Mr. Rod Jackson:** Seventy million dollars. So that \$70 million is for several different venues, correct, including—

**Mr. Bob O'Doherty:** Three venues.

**Mr. Rod Jackson:** Pardon me?

**Mr. Bob O'Doherty:** Three venues.

**Mr. Rod Jackson:** Three venues. So the velodrome and which other two?

**Mr. Bob O'Doherty:** The York athletics stadium and the Pan American aquatics centre and field house.

**Mr. Rod Jackson:** And that's going to be supporting those venues for 20 years, am I correct?

**Mr. Bob O'Doherty:** We're projecting a minimum of 20 years. Our goal is obviously a lot longer than that. In our partnership with the Toronto Community Foundation, we have an opportunity, potentially, to even make it in perpetuity if things go well.

**Mr. Rod Jackson:** Is there a breakdown of the amount of money each of these venues is going to get of that \$70-million legacy fund?

**Mr. Bob O'Doherty:** Yes. I mean, I believe this committee asked for our sport legacy fund plan, and I think we agreed to provide it to you and those details are provided therein.

**Mr. Rod Jackson:** So they're incoming?

**Mr. Bob O'Doherty:** Absolutely.

**Mr. Rod Jackson:** Okay. One other venue I want to talk a little bit about is the Pan Am rowing centre in St. Catharines. Right now, I guess the winter report said that a contractor has yet to be signed for that. Has a contractor been signed yet?

**Mr. Bob O'Doherty:** I don't know the answer to that, but I can find out for you.

**Mr. Rod Jackson:** If you would undertake to get that information, I'd appreciate it.

Do you know if there's an estimated cost for that or if the cost has changed, or what the cause of the hold-up is?

**Mr. Bob O'Doherty:** I know the cost hasn't changed. We can find out what the dollar figure is. It's very nominal work at Henley. It's the replacement of a bridge and some work on the race course itself.

**Mr. Rod Jackson:** Do you have any idea what the cost of that's going to be?

**Mr. Bob O'Doherty:** I can get the number for you, but I can tell you that it's certainly not over budget; it's on budget.

**Mr. Rod Jackson:** Okay, great. And on time?

**Mr. Bob O'Doherty:** I've heard nothing otherwise, so I'm assuming it's on time. I can find out for you from our infrastructure team.

**Mr. Rod Jackson:** All right. The Pan Am shooting centre—that's a significant investment. I think we went through close to \$3.5 million for the shooting centre in Innisfil.

**Mr. Bob O'Doherty:** That's correct.

**Mr. Rod Jackson:** It also doesn't have a contractor as of yet. Is that correct?

**Mr. Bob O'Doherty:** You have to remember that we just announced recently, so we're going through the process of the design/development phase, where we're actually going to design, and then award the contract.

**Mr. Rod Jackson:** Do you have a timeline for that?

**Mr. Bob O'Doherty:** We believe the project will be done in the spring of 2015, which is fine for us.

**Mr. Rod Jackson:** Okay. Out of curiosity, what's going to happen for that \$3.6 million? What improvements need to be made to that to make it a world-class shooting centre?

**Mr. Bob O'Doherty:** A new 10-metre shooting range is going in, an indoor facility; a new 25- and 50-metre shooting range, which is an indoor/outdoor combination. We have one Olympic-size bunker there. We're creating a second Olympic-size bunker. We need two as a minimum technical standard to stage the competition, so it's a significant build, both for indoor facilities and expanding of outdoor.

**Mr. Rod Jackson:** The extra day that's been added to the games, I guess for the Parapan—

**Mr. Bob O'Doherty:** The Parapan Am Games, yes.

**Mr. Rod Jackson:** What venues will be used in that added day?

**Mr. Bob O'Doherty:** It's the same venues. We just couldn't complete the competition schedule and get our athletes to the closing ceremony within the current number of days that we had. So to ensure that we didn't have to bring on an incremental number of venues and pay additional dollars, we extended the number of days by one.

It also allows us to hold our closing ceremony of the games, which is not only for those games but the 60 days of our journey, to be held in a public location where the entire community can come out and celebrate.

**Mr. Rod Jackson:** Are the closing ceremonies going to be a combined Pan/Parapan Am ceremonies?

**Mr. Bob O'Doherty:** No. Each will have its own closing ceremony, but the closing ceremonies of the Parapan represents the end of both games.

**Mr. Rod Jackson:** You may not have anything to do with this, and you might not be able to answer the question, but I'm going to ask anyway. Wouldn't it be cheaper to have a concurrent Pan/Parapan Am Games? What's the benefit in not having it concurrently? I would think—I'm just asking the question. In my mind it might be cheaper—I don't know—and it might actually serve to get more attention for the Parapan Am athletes if we were having it at the same time as the Pan Am.

**Mr. Bob O'Doherty:** We would never say that to a Parapan Am athlete. These are world-class athletes who can stand on their own, and they would vociferously defend, from the upper echelons of management to every athlete who's in the movement, the importance of having their own games. So it's a non-starter for us. We believe that we're here to create the same opportunities for ath-



letes with a disability that the athletes in the Pan Am Games have, and we've taken that approach.

Toronto 2015 and the province have shown great leadership in ensuring that we're at the forefront of the Paralympic development in the Americas in ensuring that these games are our best effort in helping to continue to grow the movement. Any consideration of combining the games would be against all that I just said and, believe it or not, would cost us a lot more money and a lot more operational challenges.

**Mr. Rod Jackson:** Fair enough. I have to say that I resent the implication that I was actually demeaning any para-athlete. In fact, I have an intern and assistant who actually just won a bronze medal in the Paralympic Games in sledge hockey, and three other athletes from Barrie, and I know exactly what those athletes go through. They are, in many ways, better athletes than athletes who don't have disabilities. So, certainly, the implication is resented, and I, actually, am quite offended that you would make such an implication.

The Goldring Centre: tell me about the Goldring Centre. What is it, and why is it not included in the website—under “venues,” obviously?

**Mr. Bob O'Doherty:** It's not one of our competition venues. We're simply renting it as a training venue.

**Mr. Rod Jackson:** Sorry. You're renting it as what?

**Mr. Bob O'Doherty:** A training venue.

**Mr. Rod Jackson:** Who are you renting it from?

**Mr. Bob O'Doherty:** The University of Toronto.

**Mr. Rod Jackson:** For how much?

**Mr. Bob O'Doherty:** I'm trying to remember. I don't believe the actual agreement has been signed for the training venue. If it has, I can get the number for you.

1730

**Mr. Rod Jackson:** I think we saw a number of \$22.5 million. Does that sound right for a training venue?

**Mr. Bob O'Doherty:** It's not part of our capital program.

**Mr. Rod Jackson:** Is it part of your operating program?

**Mr. Bob O'Doherty:** It's part of our venue program, where we're renting out a facility as a training venue.

**Mr. Rod Jackson:** Are you responsible for the rental of that facility?

**Mr. Bob O'Doherty:** We're responsible for paying the rental, similar to the Mattamy Athletic Centre, which is a brand-new facility that's only a year old. We're renting that out as a competition venue. It's a similar type of relationship that we have with the venue owner there.

**Mr. Rod Jackson:** What kind of training happens at the Goldring Centre?

**Mr. Bob O'Doherty:** Volleyball.

**Mr. Rod Jackson:** Just volleyball?

**Mr. Bob O'Doherty:** Just volleyball.

**Mr. Rod Jackson:** So the province could be on the hook for \$22.5 million for a volleyball training venue?

**Mr. Bob O'Doherty:** It wasn't built as a venue for Toronto 2015. We're just leveraging the opportunity of

having a new venue built on a campus in a location that's very attractive to us to have as a training venue.

**Mr. Rod Jackson:** I'm trying to figure out where this \$22.5 million is coming from. Who is paying for it?

**Mr. Bob O'Doherty:** As I said, it's outside of our games' purview. I would suggest that you ask the province and the University of Toronto what their relationship is on that \$22.5 million. It has got nothing to do with our games.

**Mr. Rod Jackson:** We seem to be getting that answer a lot when we ask these questions about money. It's a bit of a three-card monte game.

We're still a year and a half away. We've got a couple of examples of a venue that doesn't even have contractors picked, and at least two of them that are running over time, yet we continually hear “on time and on budget.” How can that be said when it's not true?

**Mr. Bob O'Doherty:** I think I specifically addressed your questions with regard to Hamilton and Milton.

**Mr. Rod Jackson:** Yes, that they're not on time, and one of them might even be over budget.

**Mr. Bob O'Doherty:** With regard to the time frame, as I said, it doesn't impact our operational requirements. So instead of getting these venues 12 months ahead of the games, we get them 10 months ahead of the games.

**Mr. Rod Jackson:** All right, so it's another little game of three-card monte, I guess, with taxpayer money.

You mentioned that you've travelled quite extensively, as is required through your job. Your total expense claims are about \$64,000. During the winter, there is elevated travel to places like Jamaica, Cayman Islands, St. Kitts, Miami, Rio and Mexico. Are these all necessary trips that happened? Were you there to meet your colleagues from other sporting organizations?

**Mr. Bob O'Doherty:** I think I addressed your question previously with regard to who my main client groups are, where they're located and the reasons why I have to attend meetings.

**Mr. Rod Jackson:** When you fly, do you fly first class or do you fly coach?

**Mr. Bob O'Doherty:** I fly coach.

**Mr. Rod Jackson:** When you fly—I saw a couple of expenses to places like Ottawa—Toronto—Ottawa—and even to Montreal. Those are coach as well?

**Mr. Bob O'Doherty:** In some cases, they're coach. In some cases, I drive or take the train.

**Mr. Rod Jackson:** Okay. Are there any other venues that don't have contractors or completion dates or are not running on time?

**Mr. Bob O'Doherty:** The ones I have addressed are the ones that we are aware of at this time that are not on time.

**The Acting Chair (Mr. Bob Delaney):** Mr. Jackson, you've got two and a quarter minutes to go.

**Mr. Rod Jackson:** Okay, thank you, Chair.

Just under half of the venue budget has been spent, and 44% of the capital budget, yet we're only about a year and a half away. With that said, with only half of it being spent—a year and a half goes by pretty quick—are



you still confident that all this is going to happen on time and on budget?

**Mr. Bob O'Doherty:** Fully confident.

**Mr. Rod Jackson:** Okay. Are you prepared for any delays or cost overruns that might happen? Do you have contingency plans in place?

**Mr. Bob O'Doherty:** Yes.

**Mr. Rod Jackson:** Can you explain some of the contingency plans for one of the ones that might be more of a risk factor?

**Mr. Bob O'Doherty:** All of the construction projects have contingencies built into their cost estimates, so they're already built in.

**Mr. Rod Jackson:** Like other venues or substitute venues, that sort of thing?

**Mr. Bob O'Doherty:** That's correct.

**Mr. Rod Jackson:** Are they designed to handle 250,000 people, all the venues, the traffic that will come through there?

**Mr. Bob O'Doherty:** Absolutely. I think it's great that we're projecting 250,000 visitors not only to Toronto but to the greater Golden Horseshoe. You have to remember, our venue base is spread out over 16 host municipalities. It's a great opportunity for them to share the wealth. I come back to the impact of sport tourism and the great generator it is for economic development.

**Mr. Rod Jackson:** Do you think it's odd that they project a 20% reduction in traffic at a time when there are 250,000 new people visiting the city?

**Mr. Bob O'Doherty:** I just read a story on Rio. Rio is projecting that they're going to go from 20% ridership up to 60% ridership on public transit. I think this is an area of legacy that host communities are now starting to explore—what possibilities currently exist to get cars off the road and promote public transportation.

**Mr. Rod Jackson:** Yes, that's if they invest in the infrastructure for that mass transit, I guess, like London did with \$18 billion for the Olympic Games.

**The Acting Chair (Mr. Bob Delaney):** Thank you very much. Ms. Sattler, you have the baton.

**Ms. Peggy Sattler:** Thank you very much. Just a couple of leftover questions from our earlier round: You had mentioned that one of the things you're focusing on right now is the sports schedules and trying to get all of those finalized. You've gone through five major revisions and hopefully have come to the end of that process.

**Mr. Bob O'Doherty:** Yes.

**Ms. Peggy Sattler:** What kinds of things do you take into account when you're developing the sports schedules and then when you're going through this revision process? What forces revision?

**Mr. Bob O'Doherty:** The biggest issue for us is the host broadcaster.

**Ms. Peggy Sattler:** The host broadcaster?

**Mr. Bob O'Doherty:** Right. Here domestically, it's CBC—ensuring that there is agreement with the host broadcaster on what events will be televised and, with regard to what sports we televise and what the session times are. We also have a number of international rights

holders, from a broadcast point of view. Those international broadcast rights holders, which come from the other 41 PASO nations, also have a long list of requests of sports that they want to see televised and when they want to see them televised. Those are thrown into the mix, and there are a lot of negotiations that go on between the host broadcaster and the rights holders. They come to Toronto 2015, and we see if we can find common ground with regard to the sports schedule to best meet the needs of all the broadcasters. That's probably the number one issue. As you can appreciate, it's a big dance to get to the final version.

The international and continental sports federations are always tweaking their competition rules. That might require certain tweaking of the competition schedule as well.

**Ms. Peggy Sattler:** How would a change in competition rules trigger a change in the schedule?

**Mr. Bob O'Doherty:** They might move from a round robin competition to some type of other elimination. They might change the number of teams that get through to the finals, for example, to be more aligned with what they're doing at their world championship level; as a result, that might require changes at our levels to accommodate what's happening within their sport.

**Ms. Peggy Sattler:** I see. So those would be the two big things that require these revisions.

**Mr. Bob O'Doherty:** Yes. As I said earlier, I think we're at about 85% confidence level. The next two versions will get us to 98%. The only changes I envision are going to be driven by those two areas primarily.

**Ms. Peggy Sattler:** The only thing I had outstanding—you've been so accommodating in agreeing to take back requests for more information. One of the areas of questioning that this committee has raised on previous occasions—and earlier today, in fact—is around the awarding of the security contract. We've been told continually that it's MCSCS who was responsible. Given the concerns around the company that has been awarded the contract, Contemporary Security Canada, I wondered if you could take back a request for us to see the RFP that was issued for the security services and to see the checklist that led to the decision to award the contract to Contemporary Security Canada.

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**Mr. Bob O'Doherty:** I don't know how the mechanics of the committee's operations go, but I'm assuming that that'll be added to the request of the minutes of this meeting, and that will be shared with us so that we have that information.

**Ms. Peggy Sattler:** That was all I wanted to ask. Thanks very much.

**Mr. Bob O'Doherty:** Okay.

**The Acting Chair (Mr. Bob Delaney):** In the information request that you just discussed, is there anything that you'd like to repeat just for the benefit of legislative research, to make sure that we understand completely what it is that you've got on the record?



**Ms. Peggy Sattler:** Yes. Thank you, Chair, for that opportunity. So \$81 million was awarded for the contract for the security services for the games. The contract was awarded to Contemporary Security Canada, and that is a company that has a record of charges having been laid against it for previous work that that company did for the government around the G20 and G8. Members of this committee have asked the previous presenter today—we asked Saād Rafi about this—and have always been told that nobody who we're talking to can get that information because it's MCSCS.

**The Acting Chair (Mr. Bob Delaney):** What I'm trying to clarify is: Are you making a specific request either of our researcher or of the witness? I just want to make sure that if you're making a request that we understand what the request is.

**Ms. Peggy Sattler:** The request is to get access to the RFP that was issued in the procurement process for the security services for the games, and also to get details about what led to the decision to award the security contract to Contemporary Security Canada.

**The Acting Chair (Mr. Bob Delaney):** Sir, is there anything in that that's in any way unclear or that you need any guidance on?

**Mr. Bob O'Doherty:** No, I think it's pretty clear.

**The Acting Chair (Mr. Bob Delaney):** Okay.

**Ms. Peggy Sattler:** Security, over all, is a major budgetary item of the games, and this contract of \$81 million—

**Mr. Bob O'Doherty:** It's not our area of responsibility, but we'll certainly pass the information on to the province.

**Ms. Peggy Sattler:** You've been very accommodating for agreeing to do it.

**The Acting Chair (Mr. Bob Delaney):** When I heard you discussing it, I just wanted to make sure that before we moved to the next witness that if there was something you were asking—I wanted to make sure that we understood specifically what it was that you were asking.

I'd just like to ask: Is that enough information for you, if you need to follow up on it?

**Ms. Anne Marzalik:** Did you want me to follow up on it?

**Ms. Peggy Sattler:** I thought if I could put the request through—

**Mr. Bob O'Doherty:** Toronto 2015, yes.

**Ms. Peggy Sattler:** —Mr. O'Doherty and get the information—

**The Acting Chair (Mr. Bob Delaney):** So the witness understands precisely the question asked here?

**Mr. Bob O'Doherty:** I do.

**The Acting Chair (Mr. Bob Delaney):** All right. Thank you. I think we are ready to move to the government's side. Mr. Fraser, you have 10 minutes.

**Mr. John Fraser:** Thank you very much, Mr. O'Doherty, for being here today and spending a fair amount of time with us, and for your testimony.

I want to ask you, in your role as a senior vice-president for international relations, a question that re-

lates to the possible spinoff in terms of our relationship with the PASO nations: bilateral trades, business to business—the kind of opportunities that come from hosting the games.

**Mr. Bob O'Doherty:** I think it's a great opportunity to build business relationships. I know both our federal and provincial government partners are exploring those north-south relationships. I think that we've opened some doors.

We've also galvanized a lot of interest from embassies and consulates located throughout the Americas and the Caribbean that are looking for opportunities to promote and grow awareness of the games in Toronto and get their various communities excited about it, including their business communities. I know of several initiatives that have been undertaken on a country-to-country basis, and sometimes on a regional basis, whether it's the Caribbean or South America directly with the provincial and federal governments.

Certainly, one of the key legacies coming out of Vancouver and the winter games in 2010 was some of the business relationships that were built out of that and strategically targeted. I think those could be a great legacy of the games and, obviously, one that is sustainable well after the games are over.

**Mr. John Fraser:** Just in terms of the pre-qualifying events or events that are coming in as we go forward—I guess the question is really related to, are we engaged in that already in terms of building those relationships? The lead-up to the games—it's not just the games period, or the period immediately around the games that is going to lead to building those relationships—

**Mr. Bob O'Doherty:** Yes. Those relationships are already in place. Just like we've established relationships with the Olympic committees and Paralympic committees in every country throughout the Americas, I know our governments have already established relationships with key contacts in those countries on a similar vein through consulates and embassies. We've done the same on the arts and culture side as well to ensure that we're reaching in and providing opportunities for those countries to be part of the celebrations up here.

So what we're doing on the sports side has been copied on a parallel stream in those other areas of opportunity.

**Mr. John Fraser:** I just want to relate back to a question you were asked earlier by my colleague which relates to your travel. In your estimation, in terms of the kind of endeavours that you've been involved in, obviously, with international sport and other activities, how important is it to be there? How important is it to be there in front of people, to be at a meeting?

**Mr. Bob O'Doherty:** Well, sport is not unlike any other business. To build personal relationships that are going to be successful long-term requires face-to-face meetings. I must admit that we had some challenges early on in the game building relationships throughout the Americas and the Caribbean because we weren't spending a lot of face time with them.



Certainly, they have to be very confident and secure in their relationship with us before they start entrusting us as colleagues on a collaborative basis. So it's important that at least once a year we have an opportunity to meet face to face, all the key client groups. As I said, we've taken different tacks to do that, where we tend to do that in group environments so that we can meet with them in larger groups as opposed to one-on-ones. But absolutely, it's critical to the successful delivery of these games.

If we don't have those strong working relationships in place with the NOCs, the NPCs and the various sport federations, that will lead us down a pathway to not being successful. So we certainly have to ensure that those relationships are strong, ongoing and growing right into games time.

**Mr. John Fraser:** Thank you very much.

**The Acting Chair (Mr. Bob Delaney):** Ms. Damerla, anything else?

**Ms. Dipika Damerla:** No. We're done.

**The Acting Chair (Mr. Bob Delaney):** Mr. Jackson?

**Mr. Rod Jackson:** We're done as well, Chair.

**The Acting Chair (Mr. Bob Delaney):** Okay. Thank you.

**Mr. Rod Jackson:** I have a motion, Chair.

**The Acting Chair (Mr. Bob Delaney):** I believe that it's now time to entertain motions.

I'd just like to thank our witness for the time that you've spent with us and for sharing your insight and answering people's questions. You are now respectfully dismissed.

**Mr. Bob O'Doherty:** Thank you.

#### COMMITTEE BUSINESS

**Ms. Dipika Damerla:** Chair?

**The Acting Chair (Mr. Bob Delaney):** Ms. Damerla.

**Ms. Dipika Damerla:** I had a motion on the floor which I'd like to withdraw, and introduce a new one.

**The Acting Chair (Mr. Bob Delaney):** It's your privilege to withdraw a motion. Is there a motion that you—

**Ms. Dipika Damerla:** Yes. I'd like to reintroduce it now.

I move one additional date for public hearings on Bill 11 to take place on April 2, followed by clause-by-clause consideration of Bill 11 on Wednesday, April 16 and April 30.

**The Acting Chair (Mr. Bob Delaney):** Would you like to give the Clerk the motion so that it can be copied and distributed to the committee, please?

1750

**Ms. Dipika Damerla:** Yes.

**The Acting Chair (Mr. Bob Delaney):** Okay. Does everybody have the motion? I spoke to the Clerk. As the motion is contained within the documents that you have and requires just striking out a few words, we didn't have a new one typed up.

Just for the sake of clarity, would you please read the motion again while everybody is presumably looking at the same sheet of paper?

**Ms. Dipika Damerla:** Yes, Chair; I'm happy to do that.

I move that one additional date for public hearings on Bill 11 to take place on April 2, followed by clause-by-clause consideration of Bill 11 on Wednesday, April 16 and April 30.

**The Acting Chair (Mr. Bob Delaney):** Is everybody clear on what the motion is? Discussion? Ms. Damerla.

**Ms. Dipika Damerla:** I just wanted to speak to why we are introducing this motion. Essentially, what we are trying to do is come up with a compromise that allows all three parties to move forward on items that are of importance and priority to each party. I know that the Conservatives would like to move forward on hearings on the Pan Am Games, and I know that for the third party, they have an interest in report writing on insurance. As government, we would like to see Bill 11 move forward. This was an arrangement that was made a while back amongst all three parties, where the arrangement was that, in exchange for the opposition's request that hearings take place on Pan Am, every Wednesday would be set aside to put Bill 11 forward.

Unfortunately, that agreement was changed. The reason given is that the report that might inform us on Bill 11 isn't ready. But I have been told that the draft report will be ready this week. The final report will not be that different from the draft report. I have spoken to my health critic, and she agrees that the draft report would be substantial enough to inform the committee about any changes that need to be made to Bill 11. We've heard Mr. McCallum, who's the head of Ornge, come forward and say that Ornge has already incorporated changes that the draft report has recommended. What the legislation will do is ensure that when somebody replaces Mr. McCallum—it's great that Mr. McCallum has introduced these changes, but if they're not legislated, the next CEO may or may not choose to adhere to these recommendations. Given that Ornge has already adopted them, there is merit to those recommendations. They are based on the draft report. I think it's in the public interest for us to move forward with Bill 11, to legislate that and use the interim report. To use the excuse that there isn't a final report and hence we will not proceed with Bill 11 is a little tenuous at this point. That is the reason we've come up with this compromise. I respectfully submit and hope that all sides will see the merits of this.

I've also spoken to the health critic for the NDP and we have also met in subcommittee, where she was perfectly comfortable going ahead with Bill 11. In fact, we spoke about possible dates for public hearings as well as dates for clause-by-clause. We went to the extent of discussing what would be the best way to advertise, so certainly she was on side.

The health critic for the government is also very comfortable using the draft report. We expect that the draft



report will be out shortly—next week—so we’re hoping that we can use the draft report to inform us.

The original reason given—the reason why the PC Party was not comfortable going ahead with Bill 11; i.e. that we need to wait for that final report—doesn’t hold anymore. Given that that concern has been addressed, I would appeal that we find a way to make all three parties move forward.

I do believe that we, as government, are trying our best to make this work. I’m sure that, if you were in our shoes, you would understand how we feel. We had an agreement whereby we would have Bill 11 move forward concurrently with the questioning on the Pan/Parapan American Games. Now we are saying, “Fine. We will also agree to the insurance report writing, but can we also do some work on Bill 11?” That is the reason we have put this forward, Chair.

I believe my colleague John Fraser also has some points to add.

**The Acting Chair (Mr. Bob Delaney):** Is there anyone else, at this point, who wants to comment? No? Mr. Fraser.

**Mr. John Fraser:** I want to concur with my colleague Ms. Damerla. I know that Bill 11 is an important piece of legislation that we all support, and I know that there were some concerns about a report being available to us to inform the committee.

I believe that moving forward with public hearings would be the right thing to do, considering that that draft report should be available this week. Again, given now that we’ve got this information that this draft report is going to be available and the public hearings, we can use that combination to move this forward, along with the other things we’re trying to do as well.

**The Acting Chair (Mr. Bob Delaney):** Ms. Scott?

**Ms. Laurie Scott:** I was just checking: Draft reports are confidential. They cannot be used by another committee. I was just clarifying the rules. I mean, we’re having a public meeting, right? So we can’t discuss their draft report, which is in camera and confidential in another committee. I was just checking.

**The Acting Chair (Mr. Bob Delaney):** Ms. Damerla?

**Ms. Dipika Damerla:** It’s an interim report—not the draft report, but the interim report—that’s ready. I’m using the terms interchangeably, and we’re happy to go back and check—

*Interjection.*

**Ms. Dipika Damerla:** We can go back and check, but I do believe there is enough information that is available that would help. Keep in mind that Ornge has already implemented many of these recommendations, so clearly they are in the public domain. I’m happy to—

**Ms. Laurie Scott:** I didn’t see them, so—

**Ms. Dipika Damerla:** I’m happy to double-check that nuance, and it’s a fair point.

The other point I did want to make was that, regardless of whether that final report with the pretty cover comes or not, the fact of the matter is that all three health

critics have sat through these hearings. They have plenty of information that informs them. They can certainly be a part—they can be subbed on to the Bill 11 committee—and speak to the key changes that need to be made, that they have heard.

I’m not sure that we just hang our hat on this final report—I’m not sure when it will come—when there are other mechanisms to make sure we use the information that has, I guess, been tabled, put forward and assimilated through that committee. I’m sure, if we all put our heads together, that we could find a way to make it work. It’s just a matter of: Do we want to make this work?

That’s where we stand. We’re looking for a way to make this work. We want to move forward your agenda, which is—

*Interjection.*

**Ms. Dipika Damerla:** Sorry, did you want to say something? Go ahead.

**Ms. Laurie Scott:** I think we just want to call for a vote.

**Ms. Dipika Damerla:** I haven’t finished speaking to it.

**Ms. Laurie Scott:** Okay. Sorry. It was a good try. Okay.

**The Acting Chair (Mr. Bob Delaney):** Mr. Fraser?

*Interjection.*

**The Acting Chair (Mr. Bob Delaney):** All right. Ms. Scott?

**Ms. Laurie Scott:** The Chair did ask me, and I said to call for the vote.

**Ms. Dipika Damerla:** But he can decide whether—

**Ms. Laurie Scott:** Okay.

**The Acting Chair (Mr. Bob Delaney):** I can call for the vote when everyone is finished speaking.

Ms. Sattler, did you want to say something? No? Okay. Mr. Fraser?

**Mr. John Fraser:** I just want to go back to my earlier point. I take Ms. Scott’s mention of whether the report is confidential or not, and I think that’s obviously a valid procedural concern.

I don’t think we need to have that draft report to hear deputants come and have some public hearings. That’s going to inform what we do. I feel strongly that we’ve got to make some movement forward on this. With respect to everyone across the table, everybody has different priorities and that’s how we try to do things here. We’re trying to do it in a way that everyone’s priorities get met.

I think this is an important bill and that we can move forward with public hearings. We can have a discussion afterwards as to how we want to move. Given the questions about the report, we can find out whether or not it’s—

**The Acting Chair (Mr. Bob Delaney):** Mr. Fraser, I’ve got to cut you off there. It now being past 6 of the clock, this committee is deemed to be adjourned.

*The committee adjourned at 1801.*



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### STANDING COMMITTEE ON GENERAL GOVERNMENT

#### Chair / Président

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## Legislative Assembly of Ontario

Second Session, 40<sup>th</sup> Parliament

## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Wednesday 26 March 2014

# Journal des débats (Hansard)

Mercredi 26 mars 2014

## Standing Committee on General Government

Automobile insurance review

## Comité permanent des affaires gouvernementales

Examen de l'assurance-  
automobile



Chair: Grant Crack  
Clerk: Sylwia Przedziecki

Président : Grant Crack  
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## LEGISLATIVE ASSEMBLY OF ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENT

Wednesday 26 March 2014

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

COMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Mercredi 26 mars 2014

*The committee met at 1602 in committee room 2.*

## COMMITTEE BUSINESS

**The Vice-Chair (Mrs. Donna H. Cansfield):** I call this meeting to order. You have an agenda in front of you. The first item on the agenda is consideration of a motion by Ms. Damerla regarding Bill 11, An Act to amend the Ambulance Act with respect to air ambulance services. You have a copy of that motion.

Any discussion? Yes, Mr. Singh?

**Mr. Jagmeet Singh:** Chair, I move to defer the consideration of this motion from the member for Mississauga East–Cooksville.

**Ms. Dipika Damerla:** Chair?

**The Vice-Chair (Mrs. Donna H. Cansfield):** Just a moment, please.

**Mr. Jagmeet Singh:** And I'm presenting that motion in a dilatory fashion.

**The Vice-Chair (Mrs. Donna H. Cansfield):** The rules are such that, when a motion is taken to defer consideration, we take that vote immediately.

**Ms. Dipika Damerla:** Chair, I just had a question. I know a dilatory motion means that you cannot debate it, but I had a question: My understanding is that if there's already a motion on the floor another motion cannot be introduced. I just wanted to understand that.

**Mr. Jagmeet Singh:** Unless it's dilatory.

**The Vice-Chair (Mrs. Donna H. Cansfield):** Yes. Dilatory motions are an exception to that rule.

**Ms. Dipika Damerla:** And what's the definition of a dilatory motion?

**The Vice-Chair (Mrs. Donna H. Cansfield):** I can give you an example. The definition is that dilatory motions have the effect of superseding, delaying or postponing the consideration of a question before the committee. This includes disposing of the original question, either for the time being or permanently.

Dilatory motions are not debateable or amendable and must be immediately put by the Chair once they are found to be in order. As with other motions, dilatory motions may not be moved on a point of order, and may be moved by any member who has the floor. Any member may request a 20-minute recess when the question is put.

**Mr. Mike Colle:** Can we have a 20-minute recess, then?

**Ms. Dipika Damerla:** But before that, I did have a question, Chair. Based on what you said, a dilatory motion can only address a question to the committee. Right? But this is a motion. This is not a question.

**The Vice-Chair (Mrs. Donna H. Cansfield):** It is an item of business before the committee, but we're going to put the question on the floor. The question is on the floor. It has been accepted as an acceptable question, and now you have asked for a 20-minute recess.

**Ms. Dipika Damerla:** Okay.

**The Vice-Chair (Mrs. Donna H. Cansfield):** There is a 20-minute recess, so you'll be back at 4:25.

*The committee recessed from 1605 to 1625.*

**The Vice-Chair (Mrs. Donna H. Cansfield):** We're going to call the meeting back to order. We have before us—

*Interjections.*

**The Vice-Chair (Mrs. Donna H. Cansfield):** Excuse me, gentlemen. Thank you.

We have before us a deference of the consideration of the motion. There is no debate. All those in favour of the deference in consideration of the motion? All those opposed?

**Mr. Mike Colle:** Recorded vote.

**The Vice-Chair (Mrs. Donna H. Cansfield):** It's too late. The motion has been moved.

*Interjections.*

**The Vice-Chair (Mrs. Donna H. Cansfield):** The motion is carried.

**Mr. Mike Colle:** Why wasn't there a recorded vote?

**The Vice-Chair (Mrs. Donna H. Cansfield):** You have to ask for a recorded vote before we take the vote.

**Mr. Mike Colle:** How long before?

**The Vice-Chair (Mrs. Donna H. Cansfield):** Just before.

*Interjection.*

**The Vice-Chair (Mrs. Donna H. Cansfield):** But I already called for the vote.

**Ms. Dipika Damerla:** Chair?

**The Vice-Chair (Ms. Dipika Damerla):** Yes, Ms. Damerla.

**Ms. Dipika Damerla:** Chair, I'd like to move a dilatory motion that would defer report writing on the study related to the auto insurance industry.



**The Vice-Chair (Mrs. Donna H. Cansfield):** As soon as we move to the next item on the agenda, you'll be able to put that forward.

#### AUTOMOBILE INSURANCE REVIEW

**The Vice-Chair (Mrs. Donna H. Cansfield):** Now we're going to move to the next item on the agenda, which is the report writing on the study related to the auto insurance industry. Ms. Damerla?

**Ms. Dipika Damerla:** Chair, I'd like to move a dilatory motion to delay report writing on the study related to the auto insurance industry.

**The Vice-Chair (Mrs. Donna H. Cansfield):** There is no debate. We'll take a vote.

**Ms. Dipika Damerla:** A 20-minute recess, Chair.

**The Vice-Chair (Mrs. Donna H. Cansfield):** You'd like a 20-minute recess? A 20-minute recess. It's 4:26. At 4:46, we will resume the meeting.

*The committee recessed from 1626 to 1646.*

**The Vice-Chair (Mrs. Donna H. Cansfield):** I have to call the meeting back to order. We have—

**Mr. Jeff Yurek:** Chair, can I have a recorded vote?

**The Vice-Chair (Mrs. Donna H. Cansfield):** Yes, Mr. Yurek, you may have a recorded vote.

We have an item on the agenda. We have the motion to defer report writing on the study related to the auto insurance industry.

#### Ayes

Damerla, Dhillon.

#### Nays

Harris, Pettapiece, Sattler, Singh, Yurek.

**The Vice-Chair (Mrs. Donna H. Cansfield):** That motion fails.

Just before we go into the report writing on the study related to auto insurance, I need to ask the committee whether or not you wish to have the report writing in closed session or in open session.

**Mr. Jeff Yurek:** Closed.

**The Vice-Chair (Mrs. Donna H. Cansfield):** Closed session? You just have to give us a few moments so that we can make those arrangements with the Clerk. We'll go into closed session. We're going to have about a five-minute recess.

*The committee continued in closed session at 1648.*











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### STANDING COMMITTEE ON GENERAL GOVERNMENT

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## Legislative Assembly of Ontario

Second Session, 40<sup>th</sup> Parliament

## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Monday 31 March 2014

# Journal des débats (Hansard)

Lundi 31 mars 2014

## Standing Committee on General Government

Pan/Parapan American  
Games review

## Comité permanent des affaires gouvernementales

Étude portant sur  
les Jeux panaméricains  
et parapanaméricains



Chair: Grant Crack  
Clerk: Sylwia Przedziecki

Président : Grant Crack  
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## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Monday 31 March 2014

Lundi 31 mars 2014

*The committee met at 1403 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEW

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order. I'd like to welcome members from the three caucuses, members of the audience, the clerks' office, Hansard and legislative research.

This afternoon, we're going to continue our review of the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat. We have two delegations with us this afternoon. The first one will start very shortly. We will have introductory remarks of five minutes, followed by 25 minutes of questioning.

## CANADIAN SPORT INSTITUTE ONTARIO

**The Chair (Mr. Grant Crack):** At this time, I would like to welcome, from the Canadian Sport Institute Ontario, Debbie Low, president and chief executive officer, and I believe Tommy—is Tommy with us as well?—Tommy Wharton, director of high-performance sport. Welcome. Take your time. You have five minutes. Enjoy. Thank you very much.

**Ms. Debbie Low:** Do we just get started?

**The Chair (Mr. Grant Crack):** Yes, if you want to just introduce your names for the Hansard record.

**Ms. Debbie Low:** Hi. I'm Debbie Low, Canadian Sport Institute Ontario, chief executive officer and president.

**Mr. Tommy Wharton:** Hello. My name is Tommy Wharton. I'm the director of high-performance sport at CSIO.

**Ms. Debbie Low:** Thank you, Mr. Chairman and general committee members. My name is Debbie Low, and I am the CEO of the Canadian Sport Institute Ontario. Joining me today is my colleague Mr. Tommy Wharton. Mr. Wharton is the director of high-performance sport at the CSIO. Prior to joining our organization, he was the national team coach for the Canadian Yachting Association for four years, and coached at two Olympic Games for Canada, as well as at the 2007 Pan American Games in Rio. Tommy also served as a national team athlete from 1997 to 2001 in the sport of sailing. Coaches and athletes are our future leaders, and that is why I have asked Mr. Wharton to join me today.

I have served in the position of CEO at the Canadian Sport Institute Ontario since November 2005. I am responsible for the daily operation of the sport institute and for leading the transition to Ontario's first facility-based sport institute as a legacy of the Toronto 2015 Pan/Parapan American Games.

I have been heavily involved in sport—as an athlete, administrator and volunteer—for my entire life. Before joining the CSIO, I was the executive director of Para-Sport Ontario. I worked as the director of sport for Toronto's 2008 Olympic bid, on a four-year secondment from the province. I worked for 10 years at the Ministry of Culture, Tourism and Recreation in the Ontario and Canada Games program, and have also worked for two provincial sport organizations.

As a volunteer, I have served on a number of sport boards and committees in leadership positions, and I must state that I am extremely passionate about and committed to the Paralympic movement in Canada.

I am currently the vice-president of the Canadian Paralympic Committee. I was on the board of the 2015 Pan/Parapan American Games bid as the Canadian Paralympic Committee's representative, and I am most proud of serving as Canada's chef de mission for the 2008 Beijing Paralympic Games and assistant chef de mission for the 2004 Athens Paralympic Games. The chef de mission is the head of a delegation; I was not the cook for the team.

As you can see, I am committed to amateur sport in my personal, professional and volunteer life, so I can say with certainty that the Toronto 2015 Pan/Parapan American Games will have a positive and lasting impact on all Ontarians.

I believe in the power of sport. Success in sport strengthens and builds community, develops our future leaders, develops civic pride and instills a belief that we can win, that it is okay to win and that it is okay to want to be excellent. Sport is a vehicle through which we can all aspire to be excellent.

The sport infrastructure deficit in Ontario is one of the main reasons that the Canadian Olympic Committee awarded the Pan Am Games domestic bid to Toronto. I believe that the 10 brand new sport facilities being built and the 15 upgraded venues for the games will lead to more Ontarians of all abilities spending more time in sport.

From a sport perspective, these are the first 50-metre pools to be built in the GTA in more than 30 years. Can-



ada's only permanent cycling velodrome will be built, as well as the Pan Am Games athletic stadium, which will be a world-class competition and training venue. These three main legacy venues will draw participants and enable our best athletes to get even better.

**Mr. Tommy Wharton:** Thank you, Debbie. The TO2015 Pan/Parapan American Games will have a meaningful and proven effect on the enthusiasm for sport in the region. Competing against other nations at a meaningful home games is one of the most powerful motivators for athletes in any sport. The patriotism, passion and effort that our athletes and coaches demonstrate will be contagious.

Here are a few examples—or case studies, if you will. The first one is Karen Cockburn. For athletes like Toronto's Karen Cockburn, the 2015 games represents an opportunity to cap off a very accomplished career at a meaningful competition in front of friends, family and supporters.

This is taken from a March 6, 2014 article in the Stouffville Sun-Tribune, if I may: Karen Cockburn “has won an individual world championship in 2003, claimed two silver Olympic medals in 2004 and 2008 and one bronze in 2000.” That's three Olympic medals in consecutive Olympic games. “But before retiring from soaring heights on the world stage, Cockburn revealed there's one void missing from her storied career—to compete in a major event in front of a home crowd. ‘I was born and raised in Toronto, so to be able to compete at such an event at home in front of family and friends would be a great experience,’ she said.”

**The Chair (Mr. Grant Crack):** Okay. We're about at the five-minute mark, so if you can wrap it up and make it quick.

**Ms. Debbie Low:** Okay. The Toronto 2015 Pan/Parapan American Games will have a direct impact on our organization. The games will enhance our ability to help athletes and coaches reach their full potential and seize the home games opportunity. We are the people and programs behind the medals, and we have been preparing for this home game opportunity for several years.

1410

The fundamental purpose behind a sport institute is to bring together high-performance athletes, coaches, sports scientists and sport management professionals, all under one roof, working together to help our athletes reach the international podium. From the playground to the podium, the sport institute will be the epicentre from which we create athletic champions and heroes for generations to come. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. If I could just ask one question before we get going: What type of sport was your favourite? Because you have a long resumé. You indicated a sport that was—

**Ms. Debbie Low:** That I competed in? Canoeing.

**The Chair (Mr. Grant Crack):** Excellent. Okay. Thank you very much.

We'll start with the government. You have about 24 minutes.

**Ms. Dipika Damerla:** I just wanted to say, if you had anything else to add, I'm happy to share my time, because I know that you may have cut short. So please feel free to finish your submission.

**Ms. Debbie Low:** Why don't you hit on those athletes, Tommy?

**Mr. Tommy Wharton:** Sure. If I may, there are just another few vignettes. The first one is from a Pan Am-only recognized sport. These athletes are Whitney McClintock and Miranda Ranieri. So for those athletes competing in Pan Am-only sports, like Waterloo's Miranda Ranieri—she's a two-time defending squash champion who captured three medals, including one gold at the 2011 Guadalajara Pan American Games—and Cambridge's McClintock siblings, who were two of the world's most decorated water skiers, the 2015 Pan Am Games will be an important and passionate emotional event, just like Vancouver's 2010 Olympics was for skiers and skaters.

I also want to point out that the Pan and Parapan Games' success is a proven precursor to Olympic success. By hosting these games, more Ontario athletes will have access to this proven gateway or pathway.

The list of our Canadian summer Olympic heroes whose Olympic success was almost immediately preceded by Pan American Games' success is startling. Here I name just a few that I think you all would recognize.

The first one is Daniel Igali. He's in the sport of wrestling. He competed in 1999, when the Pan Am Games were in Winnipeg, and won a medal and followed that up with an Olympic medal in 2000.

Simon Whitfield, who I think you've all heard of—he was our flag-bearer in the 2012 Olympics, in the sport of triathlon: a Pan Am medal in 1999 and an Olympic medal in 2000 and also 2008.

Alexandre Despatie, diving: a Pan Am medal in 2003 and 2007 and Olympic medals in 2004 and 2008.

The final one is Carol Huynh, in women's wrestling: a Pan Am medal in 2007 and an Olympic medal in 2008.

**Ms. Dipika Damerla:** Thank you. I'd like to begin by thanking both you, Ms. Low and Mr. Wharton, for coming down and sharing those stories. Thank you very much. I also know you have a very busy job, the two of you, so I appreciate the fact that you've come out to be here with us.

As you know, we here at the committee are continuing the review to find out whether the Ministry of Tourism, Culture and Sport has effectively exercised its role in the oversight of the 2015 Pan/Parapan American Games that will be hosted next year. Could you perhaps tell us a little bit more, Ms. Low—I know you already alluded to it a little bit—about your past role as an assistant chef de mission for the Paralympic Games?

**Ms. Debbie Low:** Sure. As I said, the chef and assistant chef are team leader roles. You have, at the Paralympic Games, 19 sports in the games, and it's all different sports. All of these athletes are used to going to their own world championships and world events, and come together as one team. What we're trying to do is bring



them together as one team for the games, so they are one Canadian team.

I put together what's called a mission team. That mission team is responsible for everything from transportation, logistics, freight—everything that can alleviate all of the things an athlete has to think about so they can just focus on the competition. Their job is to train when they get there and then to compete at their best of their ability. So we take out all of the distractions. We make sure their families are taken care of. We are there to provide all of that support around them, a little bubble around them, so that they can compete and do the best that they can do.

**Ms. Dipika Damerla:** Thank you. Obviously, that means you interact heavily with the athletes and para-athletes. That must be quite the privilege. In fact, I recently had the opportunity to meet the women's basketball team that's going to—I guess it's the Canadian team, and it was just fascinating, just the calibre, the skill level, their enthusiasm. This is the para-basketball team—I have to get the name right. I had an opportunity to play with them in the special wheelchairs, and it's very competitive. I actually fell off the wheelchair. It was a lot of fun and really quite the privilege to have interacted with them for that short while. I envy you being able to actually interact with them for much, much longer.

These are games where, really, the hopes and aspirations of an entire country are on their shoulders at that point. We saw that very clearly at the Sochi games, especially in the hockey games, both men and women. What is their mindset? What is the mindset of athletes when they attend and compete in events like the Olympics and the Paralympics?

**Ms. Debbie Low:** As I said, it really is our job to make sure we take away all the distractions so they can compete and be the best they can be. Tommy's example of Karen Cockburn is prime—I mean, being able to compete at a home games is key.

I think that with any games, we believe the games are successful when our athletes are successful. When Sidney Crosby scored that goal at the end of the games in 2010, when the women's hockey team scored that overtime goal as well in 2014—all Canadians really come together for those moments. I think that Canadian pride is what we get from athletes competing in events.

I'll ask Tommy actually to speak to that as well, as a national team athlete and coach.

**Mr. Tommy Wharton:** Sure. I think that performance on demand is a critical piece in high-performance sport. Obviously, we want everyone to do well in 2015 on home soil, but I think it's important as well to realize that this will translate to, ultimately, success in 2016, but really 2020 and 2024. A lot of athletes are going to be going to the Pan Am Games. For the senior athletes, they'll be in what we call a "peak now" period, so they're taking the performance in Toronto and translating it into Rio. But for some of the athletes, it will be—maybe they've done a world championship before, but this is their first games, and it's just fantastic experience. They'll probably participate in the Olympic trials the

following year but may not make it. But they will use the experiences that they experience through the Pan Am Games to translate into 2020 success. I think that's critical.

I know, just in my background as an athlete, they didn't have Quest for Gold back in the day when I was coming through the Ontario system. They had the Wintario system, and that was a fantastic program. I went through the ranks of that and then became a national team athlete and then a club coach and then an Olympic coach. I went to Rio in 2007, and I was just looking at all the facilities and going, "I would love to have this in the GTA." And it has become a reality.

If I may as well—when you go to games, you get to interact with all the other athletes and coaches. Without a doubt, it's a very nomadic existence as an athlete and as a coach. Sometimes we refer to ourselves as gypsies, because you're basically living out of a bag, travelling around the world. It's because there's a gap in world-class training facilities in a variety of different sports. The product that we're going to get after the Pan Am Games in terms of the velodrome, the athletics stadium—the facilities that we're going to have at PAG, they're going to be world class. We're very fortunate.

**Ms. Dipika Damerla:** Have either of you had any experience with event bids? I know you did, so I'm just curious. Why did you participate in the Toronto 2008 Olympic and Paralympic bid?

**Ms. Debbie Low:** In the bid?

**Ms. Dipika Damerla:** Yes.

**Ms. Debbie Low:** Again, this is a world-class city, and we need to bring world-class events here. As the director of sport, one of the things that I had to do was put together—what the International Olympic Committee wants to see is your past hosting experience of international events, sporting events, primarily, but other events as well. We had to go back to 1930, when we hosted a major multi-sport competition. We did a few worlds here and there—world cycling championships—but we were really stretching, trying to figure out events that we have held.

All of the synergies that we've talked about and all of the benefits of hosting a games were really key to me. I am a Torontonians. I grew up in the city. I believe in the power of sport and all the things that can happen, so I passionately believe that we should—well, we should have won that bid, but we did win the Pan/Parapan Am Games, and I firmly believe that we should bid for a future Olympic Games.

1420

**Ms. Dipika Damerla:** This is a question that I am really curious about, because the world meets are of the same calibre as the Olympics, but there's always more status, more glamour and excitement to the Olympic Games than the world championships. As people who are so closely tied to sport, perhaps you can explain what the difference is.

**Ms. Debbie Low:** Between a worlds and a games?

**Mr. Tommy Wharton:** Between a world championship and something like the Olympics, or the Pan Am Games?



**Ms. Dipika Damerla:** Yes, the Olympics just seems to get a lot more media attention. It just seems to be more glamorous. Winning the Olympics is a little bit different than winning the world championships, even though it's of the same calibre. I'm just trying to understand that dynamic.

**Mr. Tommy Wharton:** Yes, sure. Every four years, respectively the winter or summer Olympics—it's just the buildup. World championships happen every year and, without a doubt, it's an unparalleled accomplishment. If you can win a world championship, that's amazing. But everyone remembers the Olympic champions. To get on that podium, I think, is critical. Historically—no disrespect to world champion individuals on the podium there—everyone remembers the Olympics.

Also, in terms of funding and the way national sport organizations, NSOs—they are gearing toward medal count, and it's a competitive process right now. Everyone knows of Own the Podium. Every nation that we're up against wants to own the podium as well. Medal count has become a major, major factor. It's the pride of the nation.

**Ms. Dipika Damerla:** You already alluded to this a little bit, but I just want to expand a little bit more. When you said that often Canadian athletes lead a nomadic existence, it's in part because you're competing everywhere, but in part because you need to train elsewhere as well. Could you tell us what the infrastructure legacy of the Pan/Parapan Am Games is going to mean to our athletes?

**Ms. Debbie Low:** Sure. We're incredibly excited about the opportunity to host events here. As Tommy said, all of our athletes have to go elsewhere to train. Right now our cyclists have to go down to LA to train. They're away from family. They're away from friends. It's not really the best environment for training. It's the same with swimming, as we've said. We've got two 50-metre pools in this city, and that's just not good enough. It's really critical to have these venues here, and as well to invite the rest of the world here to compete.

You would be surprised at the technology that goes on at other venues. We can tape training sessions so that we can see what the world's best are doing when they come here to train. The Olympic Oval is a perfect example of that. The Japanese speed skating team would spend upwards of a month at the oval training, so we get to see their training techniques and learn from them. There's also, of course, the economic impact of that on the community from athletes staying here and competing here. Really, all of the things that we find beneficial and our athletes have found beneficial going to other places, we can now bring here right into our own city.

**Mr. Tommy Wharton:** If I can add to that, I think I alluded before to the performances that we're looking at for 2015 and also in Rio, but we can't underestimate the impact that facilities are going to have for the long term, so 2020, 2024.

I'll give you a couple of examples. In the sport of cycling, Debbie alluded to the fact that we don't have a

velodrome in Canada right now, a fully international standard velodrome, so all the athletes have to go for training camps to Los Angeles. It gets very expensive, and the athletes are away from friends, families and loved ones. It's the same with the coaches and the integrated support team around them—sports science, sport med. To have a facility here will be amazing as we lead into Rio, but it's also about developing the underpinning group of athletes, the rising stars, if you will.

Cycling actually has a whole program called Rising Stars. They also have another program—I really like the name of this program—called Pedal to the Medal. They're finding athletes—they could be coming from hockey or rugby or just off the street—and they're putting them through specific testing parameters to find athletes that really, really have incredible engines and leg power, and putting them into the sport of cycling. We're trying to find those diamonds that are out there, introducing them to a new sport. You won't see their success in 2016; you'll see their success in 2020 and beyond.

It's a different sport, but rowing has a program called Row to Podium. They actually have three talent development centres located throughout Ontario, and they're funded through the Ministry of Tourism, Culture and Sport. One is in St. Catharines, one is in London and the other one is in Trent. Same thing—they're finding new athletes that may be coming from different sports—cross-country skiing or endurance backgrounds who have very extreme, long hands and tall bodies, because they're levers in the sport of rowing—and introducing them into the sport. It will take time, but they're going to be our future national team members and our future world champions and future gold medallists.

**Ms. Debbie Low:** If I may add one other thing, I think in our building that we're going to be moving into, the Toronto Pan Am Sports Centre, our partners in there are the city of Toronto and the University of Toronto, Scarborough. So we're really looking at a whole continuum, from playground to podium, the whole sport-for-life piece. Really, this is a unique building and a unique opportunity to have everyone—your youngsters training right beside your Olympians and Paralympians. It's incredibly inspiring and motivating for everybody.

**Mr. Tommy Wharton:** We started a program in 2010 called OHPSI—sorry for all the acronyms—Ontario High Performance Sport Initiative. When it was launched in the spring of 2010, it was very much working with PSOs—provincial sport organizations—and NSOs to focus training groups and athletes coming up through the system that are going to be ready to perform in 2015, in Rio and beyond. Because in 2010, you can imagine that most national teams—their focus, their lens, is firmly on their performance in London, as it should be. So it was fantastic to get the support of the ministry to invest in this program and to invest in coaching, in sports science, sports medicine and athletes that are coming through the system.

So I think the Pan Am Games came at a perfect time in terms of the development of CSIO, but also as a



spinoff of the 2010 Olympics. It was okay to try to win, to try and be on that podium. Some people say that we have a monopoly on humility, that Own the Podium is a bad term, but I think it couldn't be further from the truth.

**Ms. Dipika Damerla:** It's been really fascinating to watch you talk about the fact that this is sowing the seeds of future success as far out as 2020. So thank you for that.

Now, what would the build-out of this infrastructure mean, not just to the high-performance athletes—you very eloquently described what it means for current high-performance athletes as well as future high-performance athletes. But what about just everyday Joes, people like me? Can you give me some idea of what the benefits might be of building this infrastructure?

**Ms. Debbie Low:** Yes. I think it was a really unique partnership in the development of all of the facilities, because the municipalities—there are 16 municipalities involved—had to be a partner in the build of these facilities. Of course, the municipality has their vision on what the facility can be for their venues as well. So there was absolutely—you know, the community was involved, and discussions with provincial sport organizations and national sport organizations, to make sure that these facilities work for everybody.

Certainly we have sat in four years of meetings with the city and the university at our own facility that we're going to be a part of to make sure that the programs that are developed, from the learn-to-swim programs right up to the Olympic teams training—that we're making sure that it exists for everybody.

High-performance sport—you need a huge base at the bottom to get the cream of the crop at the top, so we need the community involved. We can't do it without the community. So the more community programs there are, the better it is for everybody.

**Ms. Dipika Damerla:** You alluded to the fact that 16 municipalities are involved. Actually, that's what's unique about these games, in many ways, the distributed model we have. Instead of having all of the facilities in one place or one city, we've deliberately chosen to spread them out. I was just curious: How do you feel about this strategy?

**Ms. Debbie Low:** I think it's a great strategy. Ontario is a large province, with almost 13 million people here. Not everything is going to happen in the GTA. Our best athletes come from all over the entire province. The Canadian Sport Centre—we were the Canadian Sport Centre before we became the Canadian Sport Institute—looked at the model of bringing our services and programs closer to athletes. So we have a regional model as we move forward to make sure that we can meet the needs of athletes wherever they are.

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It's important, as we said, being able to live at home and be at home rather than having to uproot people all the time. That was a real coup when the Quest for Gold program was launched. We had our up-and-coming athletes now getting direct athlete assistance so they could live

and train where they are. So this is really a perfect marriage now, after the program being in place for a while, to have the facilities in place for them as well.

**Ms. Dipika Damerla:** The other very unique thing about the way we have been going about these games is that we're planning the legacy piece ahead. It's not, "Build; worry about the games, and then we'll worry about what to do with everything we've built later." From the get-go, everything that we've built, we have a plan as to what we are going to do with it after. A big piece of that is the athletes' village, as you know. So I was just curious as to what your thoughts are on the way we are building the athletes' village and our plans for it after the fact.

**Ms. Debbie Low:** It's a great concept: having the athletes' village down on the waterfront. In fact, that was part of our Toronto Olympic bid plan as well, because it's a key location for athletes to be able to get to where they need to get to.

The legacy for the athletes' village afterwards is that there is going to be athlete and coach housing available as well. That's a really unique concept, something that was done a little bit in Whistler, but this is taking it even further to make sure that our athletes and coaches can live there with their families and be part of that community.

**Ms. Dipika Damerla:** A couple of weeks ago, Minister Chan made an announcement about the CSIO and the funding for their headquarters. Could you perhaps tell us a little about this funding and what you will be using it for?

**Ms. Debbie Low:** Sure. That was a very nice \$8.06-million announcement to the Canadian Sport Institute Ontario. It's a three-year commitment to enhance some of the things that we're currently doing. Part of that funding is for this year, and some of that goes towards equipment. You can imagine: We're building a sport institute, so we've looked at best practices around the world and what makes best sense to have in our own sport institute. We have a large equipment purchase to make, because we just get the shell of the 24,000 square feet, so we've come up with a plan of what needs to be in there. This has been based upon our four-year business plan as to what we need to be successful on the international podium—from an equipment perspective to programs and to the people that we need to support our team. That's what we have done.

In this build-out of the four-year plan, right now we're working with about 10 targeted sports. This will enable us to work with more sports as well as to bring on more sport scientists and sport medicine practitioners to work with our athletes on a daily basis.

**Ms. Dipika Damerla:** Just coming back to the headquarters that I alluded to earlier, I understand that this will be at the Pan Am aquatics centre. What is the reason you're putting your headquarters there, and how is that going to be beneficial?

**Ms. Debbie Low:** Again, the synergies from having to be there in partnership with the city and the university are



key. Sport, as you know, is won by hundredths of a second now, so the partnership with the university and the research and innovation piece that can happen there is key for us, as well as the facilities on the campus, in addition to our space—as I said, we'll have 24,362 square feet within that building: world-class facilities. The synergies of athletes, coaches, sport scientists and sport medicine practitioners cannot be understated.

Every country—or most developed countries—have had sport institutes around for a long time. We're behind the eight ball on this. So we believe we've designed a sport institute facility that can help our athletes be the very best they can be.

**Ms. Dipika Damerla:** You just mentioned that we were behind the eight ball on this issue. Do you think you would have had this fantastic opportunity to have the CSIO headquarters as part of this world-class Pan Am aquatics facility but for the games?

**Ms. Debbie Low:** No. We've been working hard. It's not just been because of the games that all of a sudden we came up with the sport institute idea. Since the inception of our organization in 1998, it has been our goal and our vision to create a sport institute in Ontario. With the Toronto 2000 Olympic bid, that was part of the plan; it was called the national sport centre at the time. It was going to be down on the waterfront as part of the velodrome. Certainly Calgary, after their games, created the first sport institute; Montreal, very much the same. Now they're rebuilding their facility and will have an amazing sport institute. As well, as a legacy from the 2010 games, they've got three different locations out west. So it really takes a major multi-sport games for these types of legacies and these types of facilities to happen.

**Ms. Dipika Damerla:** Thank you so much.

**The Chair (Mr. Grant Crack):** Wow. Very good. We'll pass it on to the opposition. Mr. Jackson.

**Mr. Rod Jackson:** Thanks very much for coming today. I know that you're busy people with lots to do and I appreciate your time and effort to come in today and speak with us. It certainly is enlightening for me and it certainly gives me a light heart to see that we're doing such a good job in Canada, overall, helping our athletes. I think you'd probably agree that although there's a long way to go, we've come a long way in the last little while, especially since the Vancouver Olympics, and it has a lot to do with the work that you guys have done, so congratulations on that.

**Ms. Debbie Low:** Thank you.

**Mr. Rod Jackson:** I certainly think that the Pan Am Games coming to Toronto are going to give you a great opportunity to grow that further and create a legacy that doesn't exist in Ontario for athletes. That's going to be one of the prime legacies, I think, of the Pan Am Games. To hear about it in more detail from you really puts it into perspective, so thanks for that.

I really don't have a lot of questions for you, but I do have a couple. Could you let me know what the process was for the Canadian Sport Institute to have its office and lab facilities go to the Pan Am aquatics centre? What was the process that led you to that?

**Ms. Debbie Low:** We had been working with our partners. Our partners are the provincial government and Sport Canada. Again, we've been trying to get a sport institute here, as a legacy from the 2008 bid. When we didn't win that bid, that plan ended.

The organization—it was my predecessor, Robert Bettauer, who was the president at the time—then looked at Downsview Park as a possible location. I wasn't there at the time, but that program didn't come to fruition.

Then York region bid for the 2014 Commonwealth Games. Part of their bid plan or part of their legacy was an aquatics centre. When they were not successful with the bid, we continued to work with the town of Markham, hoping to build a sport institute there, but, again, it takes many partners to come together to build these facilities that are costly. When the Pan Am Games were won, because the aquatics centre was going on to the university campus, we had some meetings with the university and the city, and it really made sense, with the synergies that I was talking about with the university, to be located on the campus.

**Mr. Rod Jackson:** Did you make an application to the ministry to get the—did you say the funding was \$8.06 million?

**Ms. Debbie Low:** That was an additional \$8.06 million. We are already funded by the provincial government and by Sport Canada and the Canadian Olympic Committee and the Canadian Paralympic Committee. So, yes, we have submitted a business plan over the years to say that if we want to increase the number of sports we want to operate, if we want to be world-class, this is what it would cost.

**Mr. Rod Jackson:** Does that get you to where you want to be?

**Ms. Debbie Low:** Yes, it does.

**Mr. Rod Jackson:** For how long?

**Ms. Debbie Low:** The commitment is for three years. All of our commitments are for three years from provincial and federal governments. That's just how it works. Usually, if we're doing a good job and we hit our key performance indicators and our measurables and our targets, we have been able to increase our level of funding every year since 2005.

**Mr. Rod Jackson:** Good. Outside of the obvious, your involvement with athletes and the training of athletes and bringing high-performance athletes to the best world calibre they can be, do you have any formal relationship with the Pan Am Games secretariat or with TO2015?

**Ms. Debbie Low:** Formal relationship? Again, because we're working on the plan to have the best facilities, we certainly meet with the sport department. We were actually there this morning meeting about, during games time operation, what our role can be and what access we'll have to the three main facilities. In addition to our headquarters at the Toronto Pan Am Sports Centre, we'll have a satellite office at the velodrome that will continue on. We look at that as a great opportunity to service the southwest part of the province.



As Tommy talked about, our rowing program in London right through to what we're going to have in Welland—we'll be able to service athletes out of that hub as well, as well as York, with the athletic stadium. Our relationship with Toronto 2015 really is about how we can provide the best facilities during games and leading up to the games, and what it will take.

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Again, I meet with the secretariat probably quarterly to give updates on how we're doing and how we can work best together.

**Mr. Rod Jackson:** You quickly mentioned there that you have an office, a satellite office, in the velodrome, or you will have one?

**Ms. Debbie Low:** We will, yes. We're working on that.

**Mr. Rod Jackson:** On an ongoing basis?

**Ms. Debbie Low:** Mm-hmm.

**Mr. Rod Jackson:** Is that part of the legacy funding, or is that part of your funding?

**Ms. Debbie Low:** That would be part of the funding that we talked about. We're still working on this with the town of Milton, and we've got a big meeting next week, but our plan would be to have a sport therapy office there, as well as some of our sport scientists. A big part of what we have are sport scientists—right?—our biomechanists, nutritionists and physiologists. So we will have some of our staff there, co-located with the coaches from Cycling Canada as well as Cycling Ontario, again, to create those synergies and know day-to-day what our athletes need, as well as to service the community. We've made that commitment.

**Mr. Tommy Wharton:** Sorry; I can add something too. Just beyond cycling, that western area would be like a hub for us. There are other cohorts of targeted athletes in high-performance sports. In Guelph, there's a regional training centre. It's Triathlon Canada's hub. They have a national team coach and a really good group of athletes. Also in Guelph is Dave Scott-Thomas, who's a national team coach with Speed River—a very, very critical group of athletes there.

There's also a wrestling hub of athletes.

Canoe-kayak: Actually, Burloak is just down Bronte Road, not that far away. It has Adam van Koevorden, Mark Oldershaw—another really good base of targeted athletes. For them to come all the way to Scarborough, for example, to access a mental performance person or a nutritionist—that's not high performance, so we have the ability to co-locate a hub.

**Ms. Debbie Low:** That's what the town of Milton liked about our discussions with them, because although we're servicing the high-performance athletes, we would offer services to the community.

**Mr. Rod Jackson:** I'm assuming that para-athletes have the same access to those—

**Ms. Debbie Low:** It's 100%. We would not do it unless they did.

**Mr. Rod Jackson:** Good, yes. Thank you very much. I really appreciate your taking the time to talk to us.

**Ms. Debbie Low:** You're welcome.

**Mr. Rod Jackson:** I don't know if my colleagues have any questions.

**Mr. Rick Nicholls:** I do. Thank you very much.

Ms. Low and Mr. Wharton, again, thank you very much for coming today. I wasn't that familiar with your organization. You had mentioned, Mr. Wharton, acronyms, and you apologized for that. So do you call it Kiz-ee-oh—CSIO?

**Ms. Debbie Low:** No, we haven't yet.

**Mr. Tommy Wharton:** We haven't yet, but you can call it—

**Mr. Rick Nicholls:** There's a new one for you.

**Ms. Debbie Low:** There we go.

**Mr. Rick Nicholls:** If we haven't got it already.

I appreciate your coming here. Ms. Low, you talked about what sport does for people. I played sports all my life, and now I'm more or less an athletic supporter of what goes on. In my past life, I spoke to a lot of different sports teams as a motivational speaker and what sport can do in terms of developing individuals from a leadership perspective plus community pride.

Chatham takes great pride—that's my hometown. You had mentioned Adam van Koevorden. Of course, he's a Wallaceburg boy—just north of Chatham. We're all very proud of his efforts and his accomplishments as well.

Also, you had mentioned that one of the key things is that striving for excellence is important. I'm a big believer in that. You don't strive for perfection; you strive for excellence, and it's a lot easier on the individual too, I think. I think that it's very, very key. There's no question in my mind what sport does for individuals, for communities, for national pride and whatnot. I think that it's very, very important.

You had mentioned that you were in rowing?

**Mr. Tommy Wharton:** I was in sailing.

**Mr. Rick Nicholls:** You were in sailing, and Ms. Low—

**Ms. Debbie Low:** Canoeing.

**Mr. Rick Nicholls:** Canoeing, not rowing. Okay. Because there was a Marnie McBean.

**Ms. Debbie Low:** Marnie McBean: a good friend of mine.

**Mr. Rick Nicholls:** Yes. Marnie is a London gal, as well—

**Ms. Debbie Low:** Yes.

**Mr. Rick Nicholls:**—and an excellent speaker.

We've talked a lot about the facilities, and you had used the term “world-class facilities.” Of course, with world class, there does come a price tag for that. As the PC critic for sport, recreation and youth, you had me at “Hello,” so to speak. There's no question in my mind where my heart lies with regard to sport and recreation.

From your past experiences, both you and Mr. Wharton, you have referenced facilities—Mr. Wharton, I think, had mentioned, “Wow, here I am, and if we could only have this in Ontario or in Toronto, wouldn't it be wonderful?” Of course, these will be world-class facilities; no question.



But I'm wondering about this. First of all, how many athletes will be participating in these games?

**Ms. Debbie Low:** About 10,000 in Pan and Parapan together.

**Mr. Rick Nicholls:** It's 10,000 athletes. Okay.

You participated in how many different games?

**Ms. Debbie Low:** I didn't participate in Olympic and Paralympic—I didn't quite make it to that level—

**Mr. Rick Nicholls:** That's okay. I didn't either.

**Ms. Debbie Low:** But I have been to five games in different capacities. Tommy has competed in two Olympic Games.

**Mr. Tommy Wharton:** Sorry; coached.

**Ms. Debbie Low:** Coached. Sorry. So we didn't quite make it there as athletes.

**Mr. Rick Nicholls:** Sometimes there's more pressure on the coach.

My reason for asking is this: I'm very concerned about the security of athletes. I remember many years ago when the trouble happened at the Olympic Games—I'm trying to think where it was now—

**Mr. Jeff Yurek:** Munich.

**Mr. Rick Nicholls:** Munich. Is that where the bomb—yes. So perhaps you've had an opportunity to see, at first hand, security that has been provided. Are there any issues that you might have with regard to security of these games, especially with what's going on in the world today? Who can foresee the future? Obviously, with 10,000 athletes and almost the world watching—what concerns might you have?

**Ms. Debbie Low:** When you're in a games, as I said, part of our job as the head of a delegation or the Canadian Olympic Committee or Canadian Paralympic Committee—when you're putting a team together, it's our job to make sure we mitigate all of those distractions. That is making sure that we know what's going on in security or whatever it may be. With 41 countries—we're not talking about 196 countries at an Olympic Games. You heard all of our athletes talk about some of the security concerns before going to the games. This is about competition and competing and being your best. In what other realm can we bring together 200 countries in relative peace to participate in an event? That doesn't happen anywhere else.

I believe that our athletes will be safe. They're willing to be here; they're willing to travel the world to be the best they can be.

**Mr. Rick Nicholls:** As a parent, we're always concerned about the safety of our children, wherever they may be. As a coach, Mr. Wharton and Ms. Low, having been there as well as a participant, security is big, especially from a coaching point of view. In a sense, if I may use the term loosely, Mr. Wharton, they're like your children, right? You're overseeing them. You're caring for them. You're making sure that they're where they need to be when they need to be there—just everything. It's parenthood personified, I might suggest.

**Mr. Tommy Wharton:** I think it's important to identify that there will be a lot of test events as well, prior to the Pan Am Games. I think they're going to actually run

through some of their protocols to make sure that they are screening credentials, that type of thing.

Also, we had a symposium on Friday. It was called Seize the Opportunity. We had over 200 people there from various provincial sport organizations, PSOs and NSOs, respectively. One of the speakers was Mary Conibear, who was basically John Furlong's right-hand person in command. She talked for about two hours about contingency planning and planning for different scenarios. Some of the learning that happened in 2010 is being shared in terms of best practice. There's good dialogue with the COC and the people who ran VANOC, so I think there's quite a bit of expertise.

**Ms. Debbie Low:** Yes. When I was at the 2004 and 2008 Paralympic Games, we had an RCMP officer who was with us the entire time. We were kept up to speed on everything that was going on. Certainly, if there had been any concerns, I have no doubt our country would have taken care of us.

**Mr. Rick Nicholls:** Okay. Ms. Low, you mentioned earlier some of the training facilities—I'm kind of changing the channel just a little bit—available for our athletes prior to these games. You mentioned that, a lot of times, they have to go to other countries and whatnot. The reason why I'm asking is because I've had many discussions back in my home riding of Chatham-Kent-Essex with parents, and one in particular. They have a son who played with the Canadian national baseball team. They have another daughter who is training for the Canadian bobsled team, but she has to do well provincially and then perhaps get asked for the national team.

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The challenge for her—and I'm sure it's not just her; it's for all athletes similarly competing to become part of the national team—is funding. They said that it's basically non-existent. They have to carry their own lines of credit until things are—could you comment on that at all, and what perhaps could be done to make funding more readily available for these athletes?

The cream of the crop, obviously, are going to be competing at the national level and on those international stages. But for those who are also striving—as you mentioned earlier, the difference between winning and losing is tenths of a second, so competition is pretty keen. Could you comment on that, please?

**Ms. Debbie Low:** Sure. Again, the cream of the crop are the nationally carded athletes. What our province has done now, just back in 2006, is introduce the Quest for Gold program.

**Mr. Rick Nicholls:** I'm sorry; the which?

**Ms. Debbie Low:** Quest for Gold.

**Mr. Rick Nicholls:** Quest for Gold.

**Ms. Debbie Low:** It's an athlete assistance program. When that was launched in 2005-06, \$10 million was committed to athlete assistance and enhanced opportunities for athletes. Almost \$7 million of that is direct athlete assistance.

Now we're looking at the provincial level. If you can make it to the provincial level, you can become carded



through Quest for Gold. Your provincial sport organization, whether it's bobsleigh or baseball, is deemed a certain amount of what they call Quest for Gold cards—I think it's up to \$5,000 or \$6,000 an athlete—so they're eligible for that funding. Again, making sure that we can prepare Ontario athletes to make it to that national level, we now have Quest for Gold, which is a great opportunity.

**Mr. Rick Nicholls:** That's excellent, because that gives individuals an opportunity, especially if they have the natural athletic ability, finely tuned with good coaching. But sometimes it makes it very difficult for them to get to those levels because, financially, they just don't have the means to get there.

**Ms. Debbie Low:** Yes, for sure, but then you have your Marnie McBeans, who then can turn that further.

I think it's really key, the Quest for Gold program, and what has been able to happen, so it's not just the athlete assistance but now we have coaches. They have coaches through our programs. You can't get anywhere without a coach, right? A coach is the main person that an athlete needs.

There are all these enhanced abilities and enhanced programs that our athletes can now get at the provincial level. We want to keep them here in Ontario. We don't have a bobsleigh track, but for those athletes who we have facilities for, universally, we want them here. We don't want them going to the US or other provinces. We want to keep Ontario athletes here and then onto national teams and then onto international podiums.

**Mr. Rick Nicholls:** Quest for Gold was sponsored through the provincial government?

**Ms. Debbie Low:** Yes, it was. It's Ontario Lottery and Gaming Corp.—that's \$10 million that goes directly to our ministry for that athlete assistance program, and some of that comes to us for enhanced opportunities.

**Mr. Rick Nicholls:** You mentioned that in 2006, it was \$10 million.

**Ms. Debbie Low:** Yes.

**Mr. Rick Nicholls:** Is this ongoing—

**Ms. Debbie Low:** Yes.

**Mr. Rick Nicholls:** —or is this a one-time shot?

**Ms. Debbie Low:** Again, it was part of the lottery leading up to 2010, I think. Right, Tommy? That was when it was first—yes, so up to 2010, but now it is a commitment from the OLG, I understand, to give \$10 million. There's a Quest for Gold lottery card that came out, right? It's a lottery program. But whether that lottery, or that particular game, reaches \$10 million or not, they still have a \$10-million commitment that goes to the program.

**Mr. Rick Nicholls:** That's annual, or—

**Ms. Debbie Low:** Annual.

**Mr. Rick Nicholls:** Annual?

**Ms. Debbie Low:** Annual, yes.

**Mr. Rick Nicholls:** That's great. It's good news to hear. Well, thank you.

I don't have any further questions. How much time do we have left, Chair?

**The Chair (Mr. Grant Crack):** Six minutes.

**Mr. Rick Nicholls:** Okay. Do you have anything further? No? Okay.

Well, then, thank you very much. We appreciate it. Thank you for your time.

**Ms. Debbie Low:** You're welcome.

**The Chair (Mr. Grant Crack):** Thank you. We'll move to the third party: Mr. Miller.

**Mr. Paul Miller:** Hi. That was the Good News Bears; now the Bad News Bears. Thanks for coming in. I appreciate it.

Obviously, with your extended background in sport, that's good. Just so you won't think I'm talking through my hat, some of my family were involved in the first Pan Am Games in Hamilton. My aunt taught many Olympic and Pan Am swimmers out of Hamilton at the Jimmy Thompson Pool for 35 years, and she had competed.

I personally am friends with many rowers out of the Leander Boat Club, which I worked with. They competed in a lot of Pan Am Games and that, and a lot of my family members competed at high levels. I wanted you to know that. I'm not just some guy who doesn't know anything about sports.

**Ms. Debbie Low:** Okay.

**Mr. Paul Miller:** And I did quite a bit myself, in different challenges.

But why I said that is because, as you know as athletes and coaches, you also want to have a good persona and good image with the public, especially when it comes to money. Our job as opposition parties is certainly to keep the government in line with the costs.

It's funny; you mentioned Montreal. Well, I lived through that in Montreal—the Olympics—and the people of Quebec and Canada were paying for 20 years after that for the various venues that were either not built properly or not put to use. They had a cycling place in Montreal, and it now has got weeds growing through it. So I'm very familiar with legacies and what can happen after.

That was one of my concerns, and I've had varying reports from the present government about costs and where they are at. Their numbers don't match mine. They say that everything's on time and everything. Well, I know for a fact that the stadium in Hamilton is already six to eight weeks behind, and there are other things where they keep saying that everything is hunky-dory, and it's not. I get reports on a regular basis.

I'm not quite sure why they asked you to come in—if it was for promotional reasons; I don't know—because the questions I would have asked are financial. I'm not going to burden you with that, because I'm sure that you wouldn't be privy to those types of questions, so I'll try to make my questions to you more user-friendly because I don't want to put you on the spot.

I guess my first question would be: Who appoints the president, CEO, senior staff and board of directors for your organization?

**Ms. Debbie Low:** For myself, I applied for the job; it was the board who interviewed me, and then I was the



successful candidate. For our board members, we had an open nomination process.

As a not-for-profit organization, we changed our governance structure in 2010. Prior to that, all Canadian sports centres were set up the same way—representation-al boards. We knew that, once the games were won, we needed to move to a more skills-based board, so we had a call out for nominations.

We had a nominations committee that included Alex Baumann, who was the CEO of Own the Podium; the ADM of the ministry at the time; and one of my CSI colleagues, the president of CSI Pacific. There was a nomination, it was out there, people applied and there was a selection of the board.

**Mr. Paul Miller:** And who are you accountable to?

**Ms. Debbie Low:** To the board of—to who am I personally?

**Mr. Paul Miller:** Both of you.

**Ms. Debbie Low:** Our board of directors.

**Mr. Paul Miller:** Okay. Could you clarify for me what “high performance” is? Do you only put money into high performance, or also for the facilities, after use, for the general public and that? What percentage of that use for the public will there be as opposed to the future high-performance athletes who would be preparing for the next Olympics? How much is the public going to have access to these venues?

**Ms. Debbie Low:** High-performance sport, as you know, is an expensive endeavour, because it does need to be targeted. Where sport has been in the past—in Canada it’s been everything for everybody. The reason Own the Podium was created was that we were the only country not to win a gold medal in hosting an Olympic Games. We wanted to change that once we won the 2010 Olympic Winter Games.

Again, looking at more best practices—what was going on internationally—we knew we had to be targeted, and tiered within our targeting of that funding, to make sure that we could enable athletes and coaches to reach those podiums, because if we continue to do everything for everybody they can’t get the best services that they need.

We’ve continued on that path of having a targeted and tiered approach to funding in this province now with our organization. We are a high-performance sport organization. As I said, that is what we do on a daily basis: We try and get athletes on to the podium, so—

**Mr. Paul Miller:** So you’re telling me you wouldn’t have a lot to do with the public use, then.

**Ms. Debbie Low:** Well, we do have access to the public. We also have fee-for-service where other organizations can come and use our facilities on a fee-for-service basis.

**Mr. Paul Miller:** And they’re going to pay you to use the facility?

**Ms. Debbie Low:** Not our facilities; our people. The aquatics centre—

**Mr. Paul Miller:** I think we’re getting off track. My question—

**Ms. Debbie Low:** The aquatics centre is not our facility.

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**Mr. Paul Miller:** I understand that. And by the way, when you were doing your presentation, you didn’t mention Hamilton—our nice stadium.

**Ms. Debbie Low:** Sorry.

**Mr. Paul Miller:** That’s okay.

**Ms. Debbie Low:** It’s going to be a great stadium.

**Mr. Paul Miller:** You left us out. But anyway, what I’m saying is: Now, after, before—is the general public going to have access? What percentage—is high-performance going to be 70%, with 30% for the public? Are the public going to have to pay to use these facilities where the high-performance athletes don’t, obviously, because they’re training for reach for the gold? So what’s your answer to that?

**Ms. Debbie Low:** The percentage—really, it’s for high-performance athletes.

**Mr. Paul Miller:** So your answer would be “no” to the general public.

**Ms. Debbie Low:** Unless it’s a fee-for-service basis, correct.

**Mr. Paul Miller:** Thank you. Okay, that’s what I wanted to know. And who determines your funding?

**Ms. Debbie Low:** At the federal level, it’s Sport Canada. At the provincial level, it’s the Ministry of Tourism, Culture and Sport. The Canadian Olympic Committee and the Canadian Paralympic Committee are partners as well.

**Mr. Paul Miller:** Do you have any idea how much money, over the period of training and through the actual games, that a high-performance athlete would cost individually for the province or the feds? In general, what would it cost to get a person up a level that could compete in Pan Am or Olympics—\$100,000, \$200,000?

**Ms. Debbie Low:** No idea. We know what they get for carding—you’re up to \$1,800 a month for a national card, up to \$5,000 to \$6,000 a year for Quest for Gold, but if you add coaches and facility costs in there, I don’t know that, but I can get that to you.

**Mr. Paul Miller:** Thank you. Do you submit a yearly budget for approval?

**Ms. Debbie Low:** Yes, of course.

**Mr. Paul Miller:** I’m not being facetious here, but if you’re submitting a yearly budget and you don’t know how much each athlete is going to cost, how do you do that?

**Ms. Debbie Low:** How we get funded from sports: We have a targeted number of sports that want to work with us. It’s up to the national sport organization to determine if they want to use our services or if they’re going to be in Calgary or if they’re going to be in Montreal. The national sport organization will allocate resources and funding to us for the national athletes. For the provincial athletes, we have a formula that we use as to how many sports are in the program and how many sport scientists we use around that.

**Mr. Paul Miller:** I see. Your website notes that your staff at your organization tripled in 2007. Can you explain the reason for that—in 2007, why it tripled?



**Ms. Debbie Low:** We were trying to prepare for our athletes.

**Mr. Paul Miller:** So it was preparation.

**Ms. Debbie Low:** Yes, absolutely: preparation.

**Mr. Paul Miller:** Will it expand more during the games?

**Ms. Debbie Low:** During the games, no. I would say that this year—tomorrow is April 1, so we have our new organizational structure that has come into place, so we probably have about five or 10 more staff that will be added over the next two years.

**Mr. Tommy Wharton:** Can I answer that too? Living through it on the other side, prior to 2007 I didn't work at CSIO. It was a cohort of experts, like nutritionists or mental performance or strength and conditioning, but they were service providers. They weren't full-time in the environment. That only happened since 2007. We're trying to put people in full-time positions, where this is actually their full-time job to work with high-performance athletes, and PSOs and NSOs respectively, but not in their own clinic, or they're just subcontracted. So it was movement from service providers, part-timers, to basically full-time employment, which is the best practice internationally.

**Mr. Paul Miller:** Getting back to the cost—which I'm not going to belabour. But the cost certainly—the public pays attention to those things, and they always say, "Do we need it? Do we have to do it?" Not everybody loves sports, as you can appreciate. They're going to say, "What does this cost us? How are my taxes going to go up? Sure, okay; how much am I going to get to use the facilities after?" You're going to get a barrage of questions from the naysayers and the people that are not happy spending money on sports. We have to deal with those people as well, in our constituencies and around the province. What is your organization doing to—how would I put it—soften the blow of negativity in reference to the general public saying that we're wasting a lot of money on sports and we shouldn't be; we've got better things like poverty or education or medical? What do you say to them through your—do you have anything to combat that?

**Ms. Debbie Low:** Again, we talk about working with the high-performance athletes at that level, but the fact is that we need a large base of athletes in order to get to that pyramid. So we do go out to communities—our talent identification program that Tommy was talking about. Trying to make the program available and accessible—all of our programs, whatever the sports that we're working with, available and accessible to everyone, so that anyone can become an Olympian if they want to.

**Mr. Paul Miller:** Okay. Now, you're going to get one kid out of 200,000, maybe, who is going to make that level of high performance. Every kid likes to compete—you know that as well—going through sports, as young people. There's the guy that is the captain. There's the guy that wants to be the captain and can't be, for whatever reason; he hasn't got the ability or he gets left at the bus station, or whatever reason.

My concern is, after the games are over, I want the general public and kids that are financially challenged to be able to use these facilities, because there could be some diamonds in the rough out there that you're missing through your high-performance program that maybe some of these kids cannot afford to be part of, or the parents don't have the wherewithal to drive them around to facilities to train them. But they could be raw talent that you may be missing. What programs are you setting up to deal with kids that you may miss in the cycle?

**Mr. Tommy Wharton:** It's a great question. I think it's a national issue as well, and it's something that Own the Podium has actually addressed. They call them TIDs—talent identification initiatives—where they're trying to make sure as well that athletes who are sometimes at a loss in their sport—they've reached a certain level or they've plateaued. The track athlete could become an excellent bobsledder—we've seen that—or the rugby player could become an excellent cyclist. It's called Podium Search, and it was launched out west. It hasn't really made its way this way yet—

**Ms. Debbie Low:** But there's no cost to take part in those programs. We ran one just last week in our current sport lab for cycling. There's no cost to participate in a talent search.

**Mr. Paul Miller:** That's a good answer. But from my coaching experience, which probably is not as good as yours—I've been around a long time. In many sports that I've played in and coached, we have what they call walk-ons, people that come out of the blue, that you don't have a clue about. You have no record of them participating in any major event. They go on to become not just good, but some of them make the podium, with proper guidance. They're the ones I'm thinking about.

**Mr. Tommy Wharton:** Well, it's a great question. One of the sports that we work with is beach volleyball. They have a program called Tall Maples. Again, some of these programs' names are—

**Mr. Paul Miller:** Tall Maples? It makes sense: higher over the net.

**Mr. Tommy Wharton:** I like that one. They're trying to find the ex-basketball players and people, again, just off the street, with a high wingspan and extremely tall—especially tall females, because on average, the national team is shorter. They're finding these athletes. With good coaching in a good environment—the beach volleyball team is centralized at Downsview. There's a fantastic facility there. That's how they're finding athletes. It's an actual program that the PSO and NSO run, so it's provincially and nationally integrated. They get out to schools; they get out into communities. They have what you said: They have a walk-on practice on Wednesdays, where it's just open for people to come in.

But if I can just answer your question in a different way, we've been talking a lot about legacies in bricks and mortar, and I think we have to talk about legacies as well in terms of the cultural piece.

One of the programs that we're attached to is called CIBC Team Next. CIBC is one of the flagship sponsors



for the Pan Am Games, obviously. We were linked with CIBC in terms of identifying the athletes who are going to be the future Olympians in 2016, 2020 and beyond.

It was a very comprehensive and sophisticated athlete selection process. We just looked at the performance element, but there were resumés that they had to write. They had to write essays about what inspires them, who their role model is. They did a background check in terms of the character of these athletes. They went out, and it's also geographically based, so they were picking athletes like Carling Zeeman from Thunder Bay. She's a national team rower. Mary Spencer was one of the athlete ambassadors. Simon Whitfield is one as well. This is a national program, but the majority of the athletes are based in Ontario.

To your question, these athletes that are identified by Team Next are the ones going to schools and getting outreach and actually inspiring other individuals to get involved in sport. They may never become national team athletes; they may never go to the podium. But they're getting them active, getting them engaged, getting them away from video games and getting them out there.

**Mr. Paul Miller:** They may end up as coaches.

**Mr. Tommy Wharton:** Like me. Exactly.

**Mr. Paul Miller:** But I have a question. One of my disciplines was boxing, and I haven't heard much about the boxing venue. Where is that? You have boxing in the summer.

**Ms. Debbie Low:** Yes. It was in Oshawa. Again, it's not a targeted sport that we work with, other than athletes. Yes, it was Oshawa during the bid time. Again, we work in that targeted sport fashion. I think with our partners—when you said you don't know why we're here, I think we're here because what we do is collaborate. We make sure we leverage partnerships as best as we can. Tommy gave you some great examples of what we do with a corporate sponsor from CIBC, what we do with Own the Podium, provincial and national sport organizations, the Canadian Olympic Committee, the Canadian Paralympic Committee. Within the system, we're kind of in the middle there, making sure things leverage—

**Mr. Paul Miller:** Well, when you find out where the boxing is, let me know, will you? Thanks.

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**Ms. Debbie Low:** I think it's in Oshawa.

**Mr. Tommy Wharton:** I think it is in Oshawa.

**Mr. Paul Miller:** I'm disappointed.

**Ms. Debbie Low:** I'm sorry.

**Mr. Tommy Wharton:** We would if Mary Spencer won a medal.

**Mr. Paul Miller:** Rowing, I can help you with: the Leander Boat Club, I guess.

**Mr. Tommy Wharton:** Yes.

**Mr. Paul Miller:** Okay, thanks very much. I really didn't get into the stuff I wanted to get into, but you're probably not the right people to talk to about those things, and I'm going to wait when we get to call witnesses to talk about things we should be talking about.

**Ms. Debbie Low:** It's important for you to know about what we are doing.

**Mr. Tommy Wharton:** Yes, we always joke that we have one shot at this. We hope we don't. We hope there are multiple events post this, but we have to make this right.

**The Chair (Mr. Grant Crack):** Thank you very much, everyone. We'll move to the 10-minute round and we'll start with Ms. Damerla.

**Ms. Dipika Damerla:** Some days, I feel there's shadowboxing as a sport right here.

**Mr. Paul Miller:** The Liberals are really good at that.

**Ms. Dipika Damerla:** I'm just curious: In your role, what partners outside of the Canadian Sport Institute Ontario, CSIO, do you work with? Are they excited about the games, your partners?

**Ms. Debbie Low:** Sorry, what—

**Ms. Dipika Damerla:** Who are the partners outside of the CSIO that you work with? And paint us a picture of what they feel about the games: Are they excited? Where they're at.

**Ms. Debbie Low:** This is the last—not the last—the only multi-sport games on the horizon in Canada right now. We had a good lead-up there with the 2010 Winter Games and the 2015 games, so certainly our national partners, Own the Podium, Sport Canada and all of the national sport organizations that we work with, are incredibly excited and want to leverage this opportunity the best that we can, whether that is great performances, legacy facilities, programs; you know, you have to have programs so you don't have white-elephant facilities. We're incredibly excited.

The provincial sport organizations—again, we are always meeting with them. We meet with them on a monthly basis to make sure that we are taking advantage of these opportunities. They are the ones that are here in the province when the games are gone, so how can we best make sure that they have access to the facility, priority times, preferred rates—those type of things.

Tommy, anything else that you want to add there? Other partners?

**Mr. Tommy Wharton:** COC, CPC—

**Ms. Debbie Low:** Again, yes, our Olympic partners and Paralympic partners: We're always working together with them to help identify what would be best for them during the games, and then how we can lead up to the games with them as well to make sure that we have everything that the team can be successful for.

**Ms. Dipika Damerla:** You just mentioned your Paralympic partners. Tell me, how important is it that we have the Pan Am Games and the Parapan Am Games separate, as two distinct events?

**Ms. Debbie Low:** We wouldn't have the Parapan Am Games if it wasn't for bidding for the Pan Am Games. It is now a precursor. For the Olympic Games, you have to also put in for the Paralympic Games. This has all just very recently happened, right? And the same with the Pan Am and Parapan Am Games. It's important for them to have their own world stage. The games would be far



too big if we tried to join both games. Certainly, the International Paralympic Committee—we're not ready for that, but I think that it's important to have two distinct events so that the athletes can shine as best they can shine.

**Ms. Dipika Damerla:** Speaking of the athletes, you interact with them quite a bit. How excited are they about being able to compete on home turf?

**Ms. Debbie Low:** You know, it goes without saying that they're incredibly excited. I have to tell this story: When I was in Athens—what we have during an Olympic Games and Paralympic Games are Canada Olympic House and Canada Paralympic House, so it's an opportunity for athletes and friends and family—not so much athletes, but friends and family and supporters to gather so they can get that Canadian feel. We host a reception for the families and friends that Petro-Canada sponsors. I have to say, I was there and we had our president at the time who was up speaking about this great opportunity. Here we are in Athens and everything is so great, and this man is beside me and he's crying; he's in tears. I turn to him and say, "Are you okay?" And he was telling me this story about his son, who is a wheelchair rugby player.

This will be the first time wheelchair rugby is in the Parapan Am Games. Wheelchair rugby was invented right here in Canada, right here in Toronto at Variety Village, as well as with some other coaches who helped evolve that sport. It's for quadriplegics, and it's kind of like soccer in a wheelchair, but a really tough, rough sport. Most people who are playing on the team have had horrific accidents; that's how you end up as a quad.

So this father who was standing beside me had nearly lost his son in this really bad accident. It was worse than worse—we're supposed to pass away before our kids do. He said that that family was at the lowest it had ever been, and then here he is now, competing on the international stage in the Paralympic Games. I think the power of that—and we kind of get inside the bubble and we take that for granted, but the power of sport, as I said at the beginning, is so important in what it can do to everybody—for everyone.

**Mr. Tommy Wharton:** I can answer that too. It's not just the individual athletes and individual coaches; it's actually national sport organizations—NSOs—that are very excited about this event as well.

There was a time—I can take you back about five years ago—where there was really only one designated national team training centre in Ontario, and that was rowing in London, Ontario, where the national women's team trains. Now we're at a point where there are 10 national team training centres, because why would you invest in the province when there aren't facilities? That was the big thing. With this Pan Am initiative that's now a reality, we're going to see even more national teams—diving is a new one. Why would you invest in Ontario when you have a facility in Montreal and facilities in other places in Canada, but not in Ontario? So this is going to be a game-changer for a number of different

sports, and they're looking at Ontario through a different lens right now.

Again, this is not just for the success of Rio; they're going to invest in the development of athletes for the long haul—2020, 2024. So I think NSOs are very excited as well. It's almost an embarrassment of riches in terms of athletes in Ontario. Show of hands: Has anyone ever gone to OFSAA, for example? Track and field? It is an incredible event. Coaches come from all over the States—NCAA—to take athletes away from Ontario because there's no programming, really, or coaches—basketball as well; swimming as well.

Now with the national team designating York stadium as an eastern hub, this is going to be their largest national training centre in the entire country, and imbedding national team development coaches to work with us on the sports science/sports medicine side of things is going to be a game-changer for that sport.

**Ms. Dipika Damerla:** That's a really interesting angle that I hadn't thought about before: the whole idea of retention of high-performance athletes, as opposed to losing them to other jurisdictions because they're lured away by better training facilities and all of that. Thank you for sharing that.

On that note, I have no other questions. I just want to congratulate the two of you on what you're doing for Canadian sports. Keep up the good work. Thank you.

**Ms. Debbie Low:** Thank you.

**The Vice-Chair (Mrs. Donna H. Cansfield):** Do you have any questions?

**Mr. Rod Jackson:** A couple of brief ones, yes.

So with some time to think, I just came up with a couple of other questions you might be able to enlighten me on to do with the velodrome. I'm just curious: Do you work with cyclists?

**Ms. Debbie Low:** Yes, we do.

**Mr. Rod Jackson:** Okay. Actually, a good friend of mine was in the last Pan Am Games as a cyclist, and actually won a medal—Ed Veal. Anyway, I've had a lot of conversations with him about the value of having a velodrome and how that helps his training immensely. He's a huge advocate for it. Where do our cyclists go to train now?

**Ms. Debbie Low:** They train all over the world. Primarily in LA, where there is a track—so we're talking about track cycling. Primarily where there are tracks—we have a good relationship with the US Olympic Committee—it's in Chula Vista. Right?

**Mr. Tommy Wharton:** No, it's in Los Angeles, but there's also a mini velodrome in London—Forest City—that Rob Good runs. It's not a full internationally designated velodrome; it's, I think, three quarters, but they train there. There's an outdoor velodrome in Bromont in Quebec, and that was actually cobbled together—a legacy from the 1996 Atlanta games. They're nomadic; they go all over.

**Mr. Rod Jackson:** Right. I guess the reason I ask the question is that it kinds of begs the question: Why aren't there more around North America? I'm intentionally



leading you toward this path. They're difficult to maintain. They're very expensive to have—you know, the Montreal arboretum, which used to be the velodrome for the Olympics there, in its day was actually quite beautiful and high-tech.

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The legacy program that the province has put together to maintain this over a period of years is promising, but do you have any concerns about making sure that the—and Milton is not exactly an international destination. It might become one now. What is the reality of that? In real terms—

**Ms. Debbie Low:** There's a lot that has been done in terms of legacy venues and facilities—certainly since 1976—just in the way they're built. We're working there now to make sure that we have enough space when we're there, but the whole programming of the indoor of the facility: That's huge now. So basketball, volleyball—they've developed a whole court piece inside the velodrome that can now be used. When you look at the Toronto Pan Am Sports Centre, more than half the seats get taken out, so the facility is not as costly to operate. Those types of things are being looked at and planned for for legacy, but the programming aspect is what will make sure the venues are successful. So that whole legacy planning piece is important.

**Mr. Tommy Wharton:** Just another thing: You probably know Curt Harnett, who's the chef de mission for the Pan Am Games, a cyclist, as well as Pert commercials—if you've seen them. He informed us—and we did a site visit, obviously multiple site visits, in Milton—but he was explaining to us that there's a tremendous cycling culture in Milton. One of the biggest financial backers is Peter Gilgan from Mattamy Homes. He's an avid cyclist. It's got a really strong base of a community who are avid cyclists. So it was a very interesting answer that he gave, because that's a great question, but he actually enlightened us as to the region and how they've—I don't know; just that cycling's huge for them. So I think it couldn't have gone to a better location, actually.

**Mr. Rod Jackson:** Good. I had a question and I totally forgot about it—I think you actually answered it.

My concern with that is that it just seems to have been a challenge for velodromes to exist just about anywhere. We really need to work hard to make sure that this one doesn't become an arboretum or have grass growing through it or whatever, especially with the size of the investment, I think \$50 million-plus or whatever. That's pretty substantial. It sounds like you're involved in that sort of process. You have an office there and you're giving advice and helping ensure that that stays a velodrome and is able to sustain itself—

**Ms. Debbie Low:** Sure.

**Mr. Tommy Wharton:** Well, I think the big thing, too, is that the NSO has been—the National Sport Organization, Cycling Canada Cyclisme. They're relocating their national team coaches to Milton, so they're going to have a home base there. That's a big piece when you have national team coaches coming into that environ-

ment, as well as development coaches. We work with the ministry on the funding programs that we run—like OHPSI, I mentioned before. We actually create salaried positions in partnerships with the PSOs and NSOs. We're trying to get the next generation of coaches. There will be a critical mass of coaching talent to support the athletes who are going to be at the velodrome. So that's a big piece as well.

There's been actually multiple discussions about this, making sure that we actually have—that there will be programs as well to find the athletes. I mentioned Rising Stars and Pedal to the Medal, basically poaching athletes from other sports or just off the street and trying to feed the programs.

**Ms. Debbie Low:** Well, then, of course, there's the \$70-million legacy trust fund that's been set up to sustain the three main legacy facilities. So that includes the velodrome, the Pan Am Games athletics stadium and the Toronto Pan Am Sports Centre. Based on business plans that the town of Milton put in, the city has put in, there's been an allocation to make sure that high-performance sport, community sport, can access the facility and that it will be around for 20 or 25 years.

**Mr. Rod Jackson:** Do you see it becoming a destination—actually, all three of these venues—becoming a destination for international athletes outside of regular tourists?

**Ms. Debbie Low:** Absolutely. You know, we need to create some really key events. In track and field there's the—what's it called? The Diamond—

**Mr. Tommy Wharton:** The Diamond League.

**Ms. Debbie Low:** The Diamond League. So there's opportunities to create those kinds of things, to make sure that the international sport community is coming back on an annual basis in order to create that real, "This is where you are in the world. You're going to be in Toronto at this time for this event."

**Mr. Rod Jackson:** Excellent.

**Mr. Rick Nicholls:** Thank you. Just a couple of quick questions: Actually, Mr. Wharton, you kind of tweaked my interest when you mentioned the impact the NCAA has on our athletes and on our national program. Just recently, Canadian superstar basketball player Andrew Wiggins—was he a freshman at Kansas?

**Mr. Tommy Wharton:** Kansas, yes.

**Mr. Rick Nicholls:** Yes, and now there's a good chance he could go number 1. My point is, for the training of these athletes—and you never know; we have great coaches throughout Canada, and they put a lot of their time, effort and energy into the development of these athletes to get them from where they are to where they need to be. Then all of a sudden, you get these NCAA schools. I'm all for the education and the opportunities that can be presented to these athletes. Does that NCAA rating, I guess you might call it—I would call it that—of our athletes: Do they not have any opportunity to come back and still represent our country at special events such as that? Or does the NCAA say no, and would their rules say, "No, you can't go back and you



can't accept any money, funding and so on"? Can you enlighten me a little bit more on that?

**Mr. Tommy Wharton:** It's a great question. The man who is sort of in charge of Canada Basketball's player development is Rowan Barrett, and he makes sure that he has conversations with the athletes who are going to the NCAA, because it will always happen. Some of them, frankly, are going into very good environments, with great coaching. You probably can't get the same type of experience in Canada, but he makes sure that they go to environments where they can get let go for training camps or it could be international competitions. He's in conversation with the coach as well, because, obviously, there's a certain Canadian style of play that he needs to be in dialogue with the coach about as well.

But good NSOs are very active in terms placing the athletes or having conversations with the athletes, so they to environments where they're starters, because what often happens in the NCAA is that everyone wants to get the free ride and they go to a B-level or C-level school, and they're on the bench. A lot of sports—basketball's one of them—if they go to an environment in the States where they're a role player and they're starting, they're fine with that, but they have to have that conversation with the coach back and forth to make sure they get released at critical times.

**Mr. Rick Nicholls:** Well, that's great, because I was concerned that here we are, spending a lot of time, effort and energy, and then they go for educational reasons or for athletic endeavours, and suddenly everything that's been invested is down the tubes. But you're saying that that's not the case—

**Mr. Tommy Wharton:** That's not the case.

**Mr. Rick Nicholls:** —but that, prior to them going, dialogue must occur between the coaches and, perhaps, the school that they're going to.

**Mr. Tommy Wharton:** Right. And you're seeing that more and more in other sports—wheelchair basketball is one of them; swimming, athletics—where there could be a very renowned international expert in the US. It's a fantastic environment for them, but they need to be able to come back at critical times for a national team training camp, at mandatory times of the year—even for health checks, just to make sure that they're all okay, because that's the risk sometimes. Going into that environment, they get, perhaps, overuse injuries, and they come back broken.

**Mr. Rick Nicholls:** Well, it's encouraging to hear and see, because—

*Interjection.*

**Mr. Rick Nicholls:** Am I out of time?

**The Chair (Mr. Grant Crack):** Final comment.

**Mr. Rick Nicholls:** Okay, thank you.

For these Canadian athletes who go down stateside as well, that's big money for those schools. It's big money, especially when you look at the football, the hockey, the basketball, especially with the March Madness going on right now. A lot of, I might add, Canadians who are

playing and are starters on a lot of these teams—like my team, Michigan, just being beat out yesterday.

Anyway, thank you very much for your time, and I appreciate your comments. It helped to educate us as well.

**Ms. Debbie Low:** You're welcome.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Nicholls.

Mr. Miller.

**Mr. Paul Miller:** The Chair keeps looking at me, saying, "Be nice." Why is he doing that? I thought I was nice.

**Mr. Tommy Wharton:** If that's his "be nice" look, what's his angry look?

**Mr. Paul Miller:** Yes. Jeez.

One of my questions would be: We touched on after-math use and long-term involvement. Has your organization, or the organizations you work with, have they got a long-term plan or process to continue to attract corporate sponsors? Because, obviously, they play a huge role on any of the facilities in the province that want to continue at a good funding level, and to certainly fund the athletes whom we send there. You got any—

**Ms. Debbie Low:** Sure. I mean, yes, we certainly do. Moving into our new facility, we'll have—you know, we're in an office right now. I invite you to come up to see our space right now and see what it's going to be in August when we move.

When you are just in a building, it's not so easy to attract corporate sponsors. They're not really so interested in supporting administration. But once we have these facilities and sports are in there full-time, training, you have that ability to bring your corporate sponsors to see and look and feel what you do, so there's a much greater opportunity—and to plan. And absolutely, we're trying to help them with those plans, to become better at that.

**Mr. Paul Miller:** That's good. From a coaching perspective, obviously, someday you will retire, and what kind of mentoring program do you have for coaches?

**Mr. Tommy Wharton:** That's a great question. It's also succession planning, because we have to make sure—we've got an amazing collection of national team coaches in a variety of different sports in Canada, but the challenge is that we have one senior person, and then the depth underneath is sometimes lacking. So through funding through the Ministry of Tourism, Culture and Sport, we've partnered with NSOs and PSOs respectively to create full-time jobs so that they can actually have that mentoring, that succession planning, where they actually work—say the sport is rowing. They actually are being mentored on a daily basis.

*Interjections.*

**Mr. Paul Miller:** Order. I'm having trouble hearing. Go ahead.

**Mr. Tommy Wharton:** They're getting mentored on a daily basis with the senior coaches. That's critical, because we do run coach professional development courses, which is fantastic, but actually being in the environment



with the senior coach is the best experience you could get.

I don't know. Did I answer your question correctly?

**Mr. Paul Miller:** Well, it wasn't bad.

**Ms. Debbie Low:** Also, with the Coaching Association of Canada, we run what's called the advanced coaching diploma program, and there are mentors with all of those coaches who are in the program.

**Mr. Paul Miller:** Okay. Well, you know what? I'm going to close off here and say thank you for coming in. Your expertise is certainly appreciated from our athletes' perspective and us in government, and continued good luck. Bring home some medals for us. We'll be looking forward to it.

I certainly will be wanting to find out where that boxing venue is. I'd like to show you some real boxing, not shadowboxing. But, anyway, we'll be looking forward to it.

**Ms. Debbie Low:** Thank you.

**Mr. Tommy Wharton:** Thank you very much.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller. I'd like to thank the both of you for coming in and taking the time to speak with us, sharing your experiences and information that you had. So thanks again.

**Ms. Debbie Low:** Thank you. And honestly, I would love for you all to come up to our new facility when we move in, in the fall, and see it first-hand. We'll have some athletes training there, and you'll see exactly what we do.

**The Chair (Mr. Grant Crack):** Thank you.

**Mr. Paul Miller:** Well, don't go through the Liberals, or I won't get invited.

**Ms. Debbie Low:** I'll send you a personal invite. I will.

**The Chair (Mr. Grant Crack):** Thank you very much for the invitation. Very kind.

Does the committee wish to take a five-minute-or-so break?

**Mr. Paul Miller:** Sure.

**The Chair (Mr. Grant Crack):** I believe I have consensus. A five-minute break.

*The committee recessed from 1533 to 1542.*

## PAN/PARAPAN AMERICAN GAMES SECRETARIAT

**The Chair (Mr. Grant Crack):** I'd like to call the meeting back to order. We have with us this afternoon Jennifer Proulx, manager of the communications and issues unit, and Jennifer Lang, director of communications, Ministry of Tourism, Culture and Sport. I'd like to welcome both of you. You have five minutes for your initial presentation, followed by 25 minutes of questioning from each party, followed by another 10 minutes of questioning. The floor is yours. Once you're done, we'll start with Mr. Jackson from the Progressive Conservative Party.

Welcome.

**Ms. Jennifer Proulx:** Thank you very much. I'm Jennifer Proulx, manager of communications and issues at the Pan/Parapan Am Games Secretariat, which I will refer to as P/PAGS. I have been in this position since February 2013.

Although I was invited by the Chair and members of this committee to appear today, I have brought my director, Jennifer Lang, whom I report to and whom I may defer some of your questions to. Jennifer Lang is the director of communications at the Ministry of Tourism, Culture and Sport and, since September 2013, P/PAGS as well.

In my position, I lead a small team responsible for providing communications and corporate coordination services for P/PAGS. This includes tasks like preparing speeches for events, news releases, planning events, media monitoring, and ministry and partner liaison. I liaise with our stakeholders and games partners to co-ordinate, project plan and work together on various communication pieces. These partners include TO2015, the games organizing committee; the federal government; the city of Toronto and other municipal games partners; ministry partners; and, from time to time, I also liaise with the Canadian Olympic Committee and the Canadian Paralympic Committee.

This is a very challenging yet rewarding job with a host of partners involved, all with the same goal of delivering quality Pan American and Parapan American Games. We are only 16 months away from games time, and I for one am thrilled to be part of it.

Thank you. I'm happy to take your questions now.

**The Chair (Mr. Grant Crack):** Ms. Lang, did you have anything you wanted to add?

**Ms. Jennifer Lang:** No, nothing to add.

**The Chair (Mr. Grant Crack):** Very good. Thank you very much. We'll pass it to Mr. Jackson.

**Mr. Rod Jackson:** Thank you very much, both of you, for coming. I really appreciate you taking time out of your busy day. I know that you've got lots to do over the course of a day, and you're probably very busy, so I really do appreciate your time, coming today.

I have a list of questions—a lot of them have to do with information that has been delivered by communications—and some other questions more specific to the games as we know them.

I want to start by asking if you would agree that at the current time, there is poor public information on the games' budget and lack of public clarity with respect to who does what. I think at this point in time we're going to see that, even internally, from what I can tell from some of the answers I've received from other deputants, there is a lack of clarity about who does what and what level is responsible for what. There is a tremendous amount of crossover. I can only imagine this might be somewhat difficult for you to manage in a communications role.

**Ms. Jennifer Proulx:** I believe that we have been communicating quite a bit, mainly with—we did a technical briefing back in November, which my team would



have been key to coordinating. From that, we provided—there was a chart that had numbers on it and some detailed information on some of the various games-related functions that the province is involved with. We had another technical briefing just this month on March 14, which gave more of an update on where we were from November, and key technical experts were there to speak to those particular items.

**Mr. Rod Jackson:** So would you agree that it's an issue, though? That there's poor public information, that the public doesn't understand who's doing what and what the games are all about in general? I think we've seen some research that says that it's growing, but there's a low awareness of what the games are. It seems to be a challenge going forward.

**Ms. Jennifer Proulx:** We definitely want to communicate the games and the benefits to Ontarians, for sure, so they understand what they're in for, I guess, in 2015 and how exciting it will be for everybody. We are definitely doing our best to communicate all those benefits to Ontarians.

**Mr. Rod Jackson:** Okay. I should also mention that either one of you should feel welcome to answer the questions. I certainly don't want you to feel like you're on the spot. I'm sure both of you are perfectly capable of answering the questions, so feel free to jump in at any time if need be, Ms. Lang.

Can you tell me how many people work in comms at the secretariat? How many people are in your department in total, from the top communications person through to—

**Ms. Jennifer Lang:** So for P/PAGS communications, including myself, there are seven FTEs.

**Mr. Rod Jackson:** Okay. Any part-time?

**Ms. Jennifer Lang:** No, no part-time.

**Mr. Rod Jackson:** So just FTEs. All right. Do you know how many are at TO2015? How many people are in communications there?

**Ms. Jennifer Lang:** No, I don't know that number.

**Mr. Rod Jackson:** What kind of crossover do you have with the communications team at TO2015?

**Ms. Jennifer Proulx:** We work closely with TO2015 and the other games partners, such as the federal government, the city of Toronto, municipal partners as well. We do try to coordinate our efforts so we're not tripping over each other, so to speak. We liaise on a regular basis with them.

**Mr. Rod Jackson:** What challenges do you find when you have two parallel comms teams working together? Let's start here: What are your responsibilities versus their responsibilities and how do they differ?

**Ms. Jennifer Proulx:** Our responsibilities are to communicate the province's interests in the games, so, obviously, to talk about our responsibilities as host jurisdiction, whereas TO2015 is responsible for delivering the games. They are the organizing committee. They will promote the games and deliver the games.

**Mr. Rod Jackson:** Certainly there'd be a lot of, I would think, crossover in the communications. Really,

it's two in the same, isn't it? Their concern is to deliver the games. Your concern is, really, to deliver the games too, as well as possible. I would think that the games in general are a provincial interest, and, to a certain extent, a national interest and a municipal interest.

I guess what I'm getting to is: how many comms people does it take to pull off the games, and why are there are two seemingly parallel organizations? What is the value to that?

**Ms. Jennifer Proulx:** Well, again, we're not doing TO2015's job. We're communicating the province's initiative. Things like the promotion, celebration and legacy strategy is a piece that is owned by the province of Ontario, and we have been rolling out those various initiatives to try to garner some excitement within the province, and to promote the legacies of the games as well. That's completely separate from what TO2015 would be doing; they're responsible for delivering the games. We're trying, obviously, to help them to deliver those games, but also to create excitement for all Ontarians, where possible, and just to communicate all those various provincial initiatives.

1550

**Mr. Rod Jackson:** Okay. Who does your department report to?

**Ms. Jennifer Lang:** As for all communications directors, I have a dual reporting relationship. I report to the line deputy minister for the Ministry of Tourism, Culture and Sport and P/PAGS, and I also report to the deputy minister of Cabinet Office communications.

**Mr. Rod Jackson:** Okay. So, I just want to back up a little bit and talk about promotion and legacy initiatives. Can you tell me right now—I might be asking for a list that you don't have in front of you, but give me an idea anyway—what promotion legacy initiatives have been, and maybe will be, introduced that will come outside of the TO2015 budget; in other words, under the provincial umbrella?

**Ms. Jennifer Proulx:** Yes. The promotion, celebration and legacy strategy is completely outside of TO2015's purview. We have announced a few of the initiatives so far; that would include Pan Am trails, connecting the broken pieces—not broken, but the unconnected pieces—of the Trans Canada Trail that exist in Ontario. We'll be connecting the various venues by trails, so that people can cycle, walk etc. to the venues.

Another initiative is the Pan Am Kids initiative. That one we rolled out—oh, I can't remember exactly when we rolled it out, but that's a program for after-school programs, for kids to learn about sport and para-sport. It involves various activity kits, so that kids can get some excitement about the games and learn about the various sports, help with being healthy and active fitness. The program will also involve schools and after-school care programs, as well as camps and so on and so forth, so camps can sign up for the program as well.

**Mr. Rod Jackson:** Sorry, can I just interrupt you there?

**Ms. Jennifer Proulx:** Sure.



**Mr. Rod Jackson:** I know you have some more initiatives to talk about. I just want to stop you there, because I might forget to ask you more about that program. Do you know what the cost is, specifically, of that Pan Am Kids program?

**Ms. Jennifer Proulx:** I don't have the specifics on that program. I know that the promotion, celebration and legacy strategy as a whole is \$42 million.

**Mr. Rod Jackson:** Okay. So the Pan Am Kids—it sounds great. Is it province-wide? Is it GTA-wide?

**Ms. Jennifer Proulx:** Correct: It's province-wide. Schools, after-care programs, service providers and camps can sign up as they feel, if they want to.

**Mr. Rod Jackson:** So it's a voluntary process?

**Ms. Jennifer Proulx:** Yes.

**Mr. Rod Jackson:** What if you have more voluntary schools than you have a budget for? You'll just have to turn them down?

**Ms. Jennifer Proulx:** I think the Ministry of Education would be better to respond to that. They're technically leading that part of the program. They could probably respond to that better than I could.

**Mr. Rod Jackson:** So that money comes out of the \$42-million fund. Is that administered by the secretariat?

**Ms. Jennifer Proulx:** The fund, I believe, was approved through the treasury board, and the secretariat flows the appropriate funding to the appropriate ministry that is rolling out the specific program.

For example, for Pan Am Kids, a portion of that goes to education, and I believe a portion of that goes to the Ministry of Tourism, Culture and Sport for their after-care programs. Pan Am trails was tourism, culture and sport. We also announced the pre-apprenticeship training announcement, which was rolled out by the Ministry of Training, Colleges and Universities.

**Mr. Rod Jackson:** Can you tell me a little bit more about that program, the apprenticeship program?

**Ms. Jennifer Proulx:** The Ministry of Training, Colleges and Universities could speak a lot more intelligently about that specific program than I could, but it's essentially a program that's going to help folks get some on-the-job pre-apprenticeship training on the venues that are being built for the games.

**Mr. Rod Jackson:** Sorry, did you just mention the budget for that?

**Ms. Jennifer Proulx:** No. Again, that falls within the \$42 million.

**Mr. Rod Jackson:** Oh, okay.

**Ms. Jennifer Proulx:** I don't have specifics, but I can endeavour to get that for you.

**Mr. Rod Jackson:** Yes. I'd appreciate it, actually, for all of the above. There's a list of things. Just for the record, I'm just going to quickly name them. Plus the ones you've mentioned, Nathan Phillips Square has some improvements that are happening for event space—

**Ms. Jennifer Proulx:** Sorry, I didn't hear you.

**Mr. Rod Jackson:** Nathan Phillips Square.

**Ms. Jennifer Proulx:** Yes, that's part of that program.

**Mr. Rod Jackson:** The trail network you mentioned. The volunteer legacy strategy—was that another one?

**Ms. Jennifer Proulx:** Yes, there's a component of that.

**Mr. Rod Jackson:** Pan Am Kids, the apprenticeship program—if you could endeavour to get the breakdown of that \$42 million and any other programs we may have missed that would be included in that \$42 million—

**Ms. Jennifer Proulx:** Sure.

**Mr. Rod Jackson:** —and supply that to committee, that would be appreciated. Thank you.

I want to go back a little bit to—now for something completely different, I guess. There has been a little bit of confusion recently—new confusion—about the transportation budget. Hopefully, being in communications, you'd be able to clarify this for me. Recently—I think in the first technical briefing—it was announced that it would be between \$75 million and \$90 million. Am I correct on that?

**Ms. Jennifer Proulx:** I don't recall, but it sounds like it's right.

**Mr. Rod Jackson:** Okay. Just recently, we heard from Mr. Rafi, the CEO of TO2015, that there's another \$32 million included in TO2015's budget, on top of that \$75 million to \$90 million. Does that sound correct to you?

**Ms. Jennifer Proulx:** Yes, it does.

**Mr. Rod Jackson:** Okay. Was that included in the first technical briefing, when those numbers were added up?

**Ms. Jennifer Proulx:** That number, the TO2015 number, would have been included in the technical briefing, but I don't think that it was broken out as a transportation cost. It would have been lumped in with the \$1.4 billion of their budget.

**Mr. Rod Jackson:** Okay. Do you have any idea—I've had a hard time getting an answer to this question, and maybe you know—what the cost of health is for the Pan Am Games? I know it's very broad and there are a couple of different angles to it, but I'm talking about the total; and when I say "total," I mean the amount that the secretariat is responsible for and the amount that TO2015 is responsible for.

**Ms. Jennifer Proulx:** Unfortunately, I don't know that figure. The Ministry of Health and Long-Term Care would be the ones that would be able to provide that number. I'm not aware of what that number is.

**Mr. Rod Jackson:** Okay. Some time ago, I guess around the fall, in September, P/PAGS appeared before estimates and defended a Ministry of Finance-identified pressure of between \$250 million and \$320 million. Do you know what that was for and what that was about?

**Ms. Jennifer Proulx:** Unfortunately, no. I'm not—  
*Interjection.*

**Ms. Jennifer Proulx:** Yes, that wouldn't fall within the purview of communications.

**Mr. Rod Jackson:** I'm getting this information from a communications brief from July of last year, less than a year ago.



**Ms. Jennifer Proulx:** A communications brief?

**Mr. Rod Jackson:** Yes, from P/PAGS.

**Ms. Jennifer Proulx:** I don't recall such a brief. I apologize.

**Mr. Rod Jackson:** Okay. Can you give me an idea of what groups you're finding that are opposing the games and why? When I say "opposing the games," it's not criticizing them. I'm a good example. I don't oppose the games—

**Ms. Jennifer Proulx:** Rod Jackson is opposing the games.

**Mr. Rod Jackson:** No, that's not true, for the record. Actually, I'm in full support of the games.

**Ms. Jennifer Proulx:** Yes, I know. You've said that.

**Mr. Rod Jackson:** I think they're going to be an amazing opportunity for our province to help athletes and to showcase Toronto and Ontario and Canada to the world, if they're done properly. My job is to keep the government accountable for exercising due diligence. But there are some groups out there, I think, that are having some issues with the games, and you, in communications, must be prepared to deal with that. Can you identify who they might be and what their opposition is based on?

**Ms. Jennifer Proulx:** You mean, name actual groups that have opposed the games? I think that we can all recall that, back last summer, there was a group that was opposing the development of the field hockey site at the U of T site in Toronto.

**Mrs. Donna H. Cansfield:** Etobicoke.

**Ms. Jennifer Proulx:** Oh, Etobicoke? Sorry, I'm not familiar with that group. I'm sure there are several people opposing as well as people supporting. I can't think of any off the top of my head right now. My apologies.

**Mr. Rod Jackson:** Would those types of things come to you, as a communications team and an issues team, or to TO2015? Who would have responsibility for dealing with those sorts of—who dealt with the field hockey issue, for example?

1600

**Ms. Jennifer Proulx:** Right. So we would have read about it in the paper, or we would have picked it up on social media, or in some way, shape or form through our media monitoring processes. Then we would have flagged it for the minister's office. We would work with the respective program areas that would have more knowledge on the subjects. So we would work with—I can't recall directly, but our program area within P/PAGS, so the games delivery branch. We work with them to get information and follow the situation. We would consult with TO2015, with the federal government and with our partners, so everyone's aware, and put together probably a house book note or some messaging for the minister that he could use, if he chose to.

**Mr. Rod Jackson:** Are you aware of some of the criticisms about the games, as far as being not as inclusive as they ought to be? For example, there are several groups that have complained that the games aren't being as inclusive as they possibly could be. I'm sure this isn't by purpose; it's what I think is by just omission, and

probably lack of organization on a general scale. Unfortunately, a lot of times it falls to communications people to deal with those sorts of issues, we know all too well.

One of them would be that—we know that there's been some issues and I've heard from these stakeholders—there's some controversy about sign language and the availability of sign language for the games. From what we can tell, from some of the information through the documents that we've received, there's not a willingness to set a precedent by having readily available signing during the games.

**Ms. Jennifer Proulx:** I'm sorry, I haven't heard of that issue on sign language specifically.

**Mr. Rod Jackson:** Okay. Well, there are some issues with it, just so you're aware. You might have to deal with that at some point or another.

**Ms. Jennifer Proulx:** Okay, thank you. I appreciate that.

**Mr. Rod Jackson:** Certainly one of the other ones is the Accessibility for Ontarians with Disabilities Act Alliance. They had issues with an email being sent to a blind person without—

**Ms. Jennifer Proulx:** Mr. Lepofsky, yes.

**Mr. Rod Jackson:** Yes. That's certainly, maybe, one example of a mistake, but hopefully is not endemic of the accessibility issues that are going to be realized during the games. The world is watching, right?

**Ms. Jennifer Proulx:** Absolutely.

**Mr. Rod Jackson:** Can you explain to me how that was dealt with and if it's been dealt with, and what we can expect the games to look like as far as accessibility is concerned?

**Ms. Jennifer Proulx:** So you want to know about that—

**Mr. Rod Jackson:** Do you have an accessibility plan for the games?

**Ms. Jennifer Proulx:** TO2015 has an accessibility plan for the games. I know that the athletes' village will be LEED Gold certified. There will be accessible accommodation for the athletes, and once it's no longer the athletes' village and it's a development where folks can live in the community, it will be, as I mentioned, LEED Gold certified. I've heard that it will be the most accessible community in Toronto. I don't know if that's a fact, but that's what I've heard.

I think there's a lot of work that is being done to ensure that these games will be accessible. Just by having Parapan Games as well I think shows the commitment to have accessible sports in the province.

**Mr. Rod Jackson:** I have an email here from you, and to your credit, identifying the issue on August 23, right around when it happened. You're quoted as saying that you feel absolutely terrible and you want to know what we did wrong and where we can find guidelines so this doesn't happen again. Did you find those guidelines? Has it happened again? And what are those guidelines?

**Ms. Jennifer Proulx:** I think you're referring to the actual invitation that went out. Is that what you're referring to?



**Mr. Rod Jackson:** Yes.

**Ms. Jennifer Proulx:** Yes, so that was a system that we use. There is a system that we use to send out email invitations. It's supposed to help prevent invitations from ending up in people's spam email accounts. You know how people say, "I didn't get it. It's in my spam"?

**Mr. Rod Jackson:** Right.

**Ms. Jennifer Proulx:** I had a new person working on my team—very devoted and committed to the team. He had just learned how to use the system and pretty much just didn't tick off one box that would have made it accessible, which created a whole lot of issues afterwards. He felt terrible and I felt terrible. It's definitely not what I or anyone else wanted to see happen.

**Mr. Rod Jackson:** So the capabilities are there?

**Ms. Jennifer Proulx:** The capabilities? Absolutely.

**Mr. Rod Jackson:** It was just a small miss that had a big problem.

**Ms. Jennifer Proulx:** Just a little human error, yes.

**Mr. Rod Jackson:** Okay; fair enough. How much time, Chair?

**The Chair (Mr. Grant Crack):** You have three minutes and 28 seconds. If I may ask, there's been a request for a copy of that particular email that you just referenced.

**Mr. Rod Jackson:** Yes, sure.

**The Chair (Mr. Grant Crack):** At your earliest convenience, if the Clerk could be provided a copy so that we can distribute it. So you do have just over three minutes.

**Mr. Rod Jackson:** Can I do that after the split—yes. Okay.

Some of the other issues that we've encountered: I'm going to totally go back to the beginning here, with communications between TO2015 and the secretariat. Are you also dealing with the minister's communications team on this too? Are there actually three communications teams working together?

**Ms. Jennifer Lang:** Perhaps I can speak to that. As Jennifer has outlined what her team does with respect to preparing speeches, correspondence, remarks for events, media relations and liaising with ministry partners, I, as the director to that unit, provide leadership on the delivery of communications initiatives under program and policy for the ministry. Many of the materials that Jennifer mentioned earlier, we would provide to the minister's office for their consideration to use for the minister. So we provide, as communications public servants, a suite of options, and then it's decided, politically, what would be used by the minister.

**Mr. Rod Jackson:** Okay. So you are working with the minister's communications team as well?

**Ms. Jennifer Lang:** Yes.

**Mr. Rod Jackson:** Okay. Do I have enough time for a quick question?

**The Chair (Mr. Grant Crack):** One minute, 46 seconds.

**Mr. Rod Jackson:** Okay. On the countdown, on the clock always, eh?

In your opinion, does that go smoothly? When you have three communications teams working together on one project, although it is a large one, there's going to be some misses and some confusion and frustrations. What's your experience with this?

**Ms. Jennifer Proulx:** Can you just confirm the three communications teams that you're—

**Mr. Rod Jackson:** The minister's communications team, your own and TO2015.

**Ms. Jennifer Lang:** I would argue actually the opposite. The very reason for Jennifer's P/PAGS unit, when I took responsibility for it, was to avoid duplication so that we can improve efficiencies with respect to communications from the provincial government. We work very closely with Toronto 2015, with their communications contacts. We think that provides great synergies in terms of sharing of pertinent information and ensuring that all communications initiatives are properly assessed.

**Mr. Rod Jackson:** Okay. Thanks. We'll talk again in a few minutes.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Jackson. The Clerk will be asking you for a copy of that email and the package of the communications that you had referenced. Thank you again.

We'll turn it over to Mr. Miller.

**Mr. Paul Miller:** Thank you, Mr. Chairman. Ladies, thanks for coming in. Was it Jennifer 1 and Jennifer 2—don't tell me your staff is all named Jennifer, too? That might be a trick by the government.

Anyway, I guess my first questions will be to Jennifer Proulx. Am I saying that right?

**Ms. Jennifer Proulx:** Proulx.

**Mr. Paul Miller:** Proulx?

**Ms. Jennifer Proulx:** Proulx.

**Mr. Paul Miller:** Oh, I've got a Michael Prue; he spells it P-R-U-E.

**Ms. Jennifer Proulx:** Yes, he does. Isn't that interesting?

**Mr. Paul Miller:** Both French, I take it?

**Ms. Jennifer Proulx:** I've married into the name. I take no responsibility for it whatsoever.

**Mr. Paul Miller:** Oh, okay.

I guess what I need you to do for me is explain what the secretariat does, why it was established and from whom it takes direction. What do you do, who do you take direction from, and why was it established?

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**Ms. Jennifer Proulx:** I can't speak to why the secretariat was established; it was ahead of my time. I started on the job in February 2013, but my understanding is, it was established to provide oversight of the government's investment in the games, the \$500 million that is part of TO2015's \$1.4-billion budget, and to use the opportunity to promote provincial interests in hosting such a large-scale games. From a communications perspective, it's our job to push out those messages whenever possible, working with our partners, and to, obviously, push out the promotion, celebration and legacy strategy that I



mentioned. We also have the athletes' village that we're responsible for as well.

**Mr. Paul Miller:** Would it be safe to say that your organization would be a go-between for the ministry and 2015, including oversight on procurement? Also, obviously, the financial aspects must run by you if you're the go-between for the two of them, some of the questionable financial things we've been after.

**Ms. Jennifer Proulx:** I can really only speak to the communications function, unfortunately, but we do play a huge liaison role with that piece. We liaise with our federal communications partners, our ministry communication partners etc.

**Mr. Paul Miller:** Would your organization be exposed at any time to some of the financial wherewithal floating between the ministry and 2015? Would you be aware of communications costs? Would you be aware of the athletes' village communication set-up for the games? You must be aware of that.

**Ms. Jennifer Proulx:** From the athletes' village perspective, we work with Infrastructure Ontario as well, which is the project manager for that. Yes, we would liaise with their communications team. I've forgotten the rest of your question.

**Mr. Paul Miller:** Maybe I can read it for you. On your website, it states that the "secretariat coordinates the province's involvement in planning and operational activities for the games, including working with Infrastructure Ontario"—which is finances—"and the Ontario Ministry of Infrastructure"—which spends money on the venues—"in the development of new and improved sport and recreation projects and the Pan Am athletes' village in the West Don Lands," and in the games venues section in Milton, Welland and Hamilton.

What I'm saying is, can we assume that the secretariat is involved in the tendering process for the 2015 Pan/Parapan Am Games, and if so, how are you involved?

**Ms. Jennifer Lang:** Again, we can only speak to the role of the communications branch within the P/PAG Secretariat. We are—

**Mr. Paul Miller:** So why does it say that you're involved in the planning and operational activities of the games?

**Ms. Jennifer Proulx:** That would come out of our games delivery unit or division out of P/PAGS—

**Mr. Paul Miller:** What do they do?

**Ms. Jennifer Proulx:** Tim Casey was the ADM. He was here a few weeks ago, and he spoke of his function—

**Mr. Paul Miller:** I wasn't here.

**Ms. Jennifer Proulx:** Oh, I'm sorry.

**Mr. Paul Miller:** I missed him. Too bad, eh?

**Ms. Jennifer Proulx:** They work closely on the venues, transportation, security. That kind of piece comes out of that shop. And then there's the risk management and financial oversight division. You met with Nancy—

**Mr. Paul Miller:** Financial oversight.

**Ms. Jennifer Proulx:** Nancy Mudrinic was our ADM, and she was here, I believe, last week.

**Mr. Paul Miller:** So you are involved in the finances of the games.

**Ms. Jennifer Proulx:** I'm not, directly, no.

**Mr. Paul Miller:** But your group is.

**Ms. Jennifer Proulx:** P/PAGS would have financial oversight of the province's investment. Correct.

**Mr. Paul Miller:** Okay. You know, it's the old story: "That guy takes care of that. I take care of this, I take care of that, and I really don't know what he does." I'm not getting a lot out of this, folks, but anyway. And you're not involved in the tendering process whatsoever?

**Ms. Jennifer Proulx:** That's correct.

**Ms. Jennifer Lang:** No, that's correct.

**Mr. Paul Miller:** How long will it take the secretariat—how long will you be in existence, and do your senior staff have performance and severance deals in their contracts?

**Ms. Jennifer Proulx:** We definitely don't have performance contracts.

**Mr. Paul Miller:** Severances?

**Ms. Jennifer Proulx:** No, sir. I'm a civil servant. I work for the Ontario public service, so—

**Mr. Paul Miller:** Okay. That's good to hear.

**Ms. Jennifer Proulx:**—none of that.

**Mr. Paul Miller:** So there'll be no Ian Troop deals with you guys.

**Ms. Jennifer Proulx:** No. Not for us.

**Mr. Paul Miller:** Okay. That's good to hear.

Could you please explain to me why a quick search of the Ministry of Tourism, Culture and Sport and Pan/Parapan American Games Secretariat 2013-14 Annual Accessibility Plan has a section on information and communications, but does not appear to have anything on the communications and issues unit of the secretariat? Do you want me to read that again?

**Ms. Jennifer Lang:** If you could. Thank you.

**Mr. Paul Miller:** Okay. I'll do that again. Could you explain to me why the Ministry of Tourism, Culture and Sport and Pan/Parapan American Games Secretariat 2013-14 Annual Accessibility Plan has a section on information and communications, but doesn't appear to have anything on the communications and issues unit of the secretariat? I'm a little confused with that. Are you confused?

**Ms. Jennifer Proulx:** I'm not aware of that particular document.

**Mr. Paul Miller:** It's there, folks.

**Ms. Jennifer Proulx:** On the website? I'm sorry, I don't know what—

**Mr. Paul Miller:** It says, "Why a quick search of the Ministry of Tourism, Culture and Sport and Pan/Parapan American Games Secretariat"—that's you guys, right?—"2013-14 Annual Accessibility Plan has a section on information and communications"—which you are, communications and information—"but doesn't appear to have anything on the communications and issues unit of the secretariat?"



**Ms. Jennifer Proulx:** Is that an actual copy of what you pulled from the Web there?

**Mr. Paul Miller:** Yes. I mean, if you guys don't know, I don't know.

**Ms. Jennifer Proulx:** I'm afraid I can't—

**Mr. Paul Miller:** Maybe you can help me. I'll give you a copy of it. Maybe you can help me.

**Ms. Jennifer Lang:** I'm afraid I don't know.

**Ms. Jennifer Proulx:** No. Sorry.

**The Chair (Mr. Grant Crack):** Mr. Miller, if you'd be so kind as to be able to provide the committee with a copy of that particular document—

**Mr. Paul Miller:** I certainly can. This is what I was given, so I'll pass it on gladly.

**Ms. Jennifer Proulx:** Thank you.

**Mr. Paul Miller:** It says—here's a little further to it—in the document that the ministry will ensure that that all venues are accessible. You've already talked about accessibility. What's happening to existing structures for full physical accessibility, and for other full accessibility—for example, upgrading the Internet, WiFi and accessible phone systems. What are you doing there? Nothing?

**Ms. Jennifer Proulx:** I'm sorry. I'm not familiar with what you're reading off of at all.

**Mr. Paul Miller:** Okay. I'll pass this on to you, and maybe we can both figure it out, then. All right? We'll move on.

Jennifer 2, it's your turn. The secretariat's summer 2013 backgrounder states—now, you should know this; it's in your backgrounder—that “the games will organize and train up to 20,000 volunteers—a great way for Ontarians to be involved and a valuable resource to tap into for future events.” Could you tell me how many volunteers are being selected, and if this will be a centralized selection? Will there be a focus on hiring local volunteers from the local municipalities where the venues are held?

**Ms. Jennifer Lang:** The volunteer program is run through TO2015, but if I may, I might have Jennifer just speak to the provincial role with respect to volunteerism.

**Ms. Jennifer Proulx:** Yes. Jennifer Lang is correct: TO2015 will put out the official call for volunteers. That's actually going to happen very soon. National Volunteer Week is coming up April 7, and you'll see some announcements coming out from TO2015. In addition to that, I know that certain municipalities—I believe Ajax, for one, is doing their own call for volunteers, which is great. That will be more than the 20,000 volunteers, all in.

The province is going to be making a couple of announcements that week, being led out of the Ministry of Citizenship and Immigration, related to volunteers. They have a big, broad volunteer strategy, which I certainly couldn't speak to because I don't work in that ministry, but from a Pan Am perspective, they will be announcing two initiatives: the Gateway initiative and the certification initiative.

From what I understand, the Gateway initiative is basically a portal that is being built for the many, many

volunteers in this province who are really excited about volunteering and want to find more places to volunteer at or for. They'll be able to go on this portal and seek out volunteer opportunities.

The certification program is, I believe, a program that MCI is leading, wherein volunteers will be given a certificate after they have volunteered for the games. I believe that the thought around that is that a certificate would essentially be sort of a letter of reference that they could use for finding future job opportunities within the realm of what they volunteered for for the games.

**Mr. Paul Miller:** In their resumé when they apply for your organization to volunteer at the games, are they also going to have to go through police checks?

**Ms. Jennifer Proulx:** I believe that that's part of it, but TO2015 is leading that call.

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**Mr. Paul Miller:** Okay. I'll ask them, then. That's good.

These games are also being supported by some major projects that will create benefit to Ontarians as a whole; for example, the revitalization of Union Station and the creation of a new Union Pearson Express. What influence has the ministry and TO2015 on either or both of those projects in the ministry's involvement?

**Ms. Jennifer Proulx:** So, those are two, or three—I can't remember—great projects for sure that I know are being pegged as will be finished by the time the games are here, but that's not part of what we would use in our shop. We're not part of the Ministry of Transportation. They would lead the Union Pearson Express and any kind of communication that went out on that. The revitalization of Union Station—I believe that's the city of Toronto. I'm not entirely sure on that one, but that's not within our communications purview.

**Mr. Paul Miller:** On the TO2015 website, I found that Cirque du Soleil will partner on the opening ceremonies on July 10, 2015, but I can't find out where the opening ceremonies are going to be. Are they going to be in the stadium in Hamilton, or are they going to be in Toronto?

**Ms. Jennifer Proulx:** I don't think that's been announced yet.

**Mr. Paul Miller:** You don't know? No? That's interesting.

You guys are handling communications between the ministry and 2015—the secretariat and whoever. Right? So what I'm trying to get a handle on is, once the games are done, you're going to go back to your regular jobs in the ministry; is that how this works? Are you temporarily on loan, or are you part of the budget? How did you guys get this?

**Ms. Jennifer Proulx:** I belong to the Ministry of Tourism, Culture and Sport.

**Mr. Paul Miller:** You work for Mr. Chan.

**Ms. Jennifer Proulx:** Well, I work for Jennifer Lang.

**Mr. Paul Miller:** Who works for Mr. Chan.

**Ms. Jennifer Proulx:** Who reports to—

**Ms. Jennifer Lang:** Who reports to the deputy minister.



**Mr. Paul Miller:** Who works for Mr. Chan. Okay.

**Ms. Jennifer Lang:** And I am the director of communications for the Ministry of Tourism, Culture and Sport, and now P/PAGS.

**Mr. Paul Miller:** So how did you guys get—are you doing this full-time now and going to go back to your regular duties? Who's doing your duties? Did you have to hire additional people to do your regular stuff other than the games? Do you know what I'm saying? You've been lent to do this, and that's probably taking up a good chunk of your time. Who's doing your job at the ministry now?

**Ms. Jennifer Lang:** I still am—I remain the director of—

**Mr. Paul Miller:** So you're doing both?

**Ms. Jennifer Lang:** Correct.

**Mr. Paul Miller:** You're doing both?

**Ms. Jennifer Proulx:** No. I applied to do this job, so—

**Mr. Paul Miller:** So you left your other job to do this?

**Ms. Jennifer Proulx:** Correct.

**Mr. Paul Miller:** Is someone filling in for you on your regular job?

**Ms. Jennifer Proulx:** I left a position. Someone filled it, yes.

**Mr. Paul Miller:** Someone filled it, so—

**Ms. Jennifer Proulx:** They own it, so I don't have a home to go to after this. Is that what you're getting at?

**Ms. Jennifer Lang:** Jennifer won the competition for the current role that she's in now—

**Mr. Paul Miller:** Competition.

**Ms. Jennifer Proulx:** Correct. I applied.

**Ms. Jennifer Lang:** —to be the manager for the P/PAG Secretariat.

**Mr. Paul Miller:** So someone is filling in for you. Now, do you get to go back when you're done?

**Ms. Jennifer Proulx:** No. I gave up my position to apply.

**Mr. Paul Miller:** Well, how long is this position for? Are you on your way out the door or—

**Ms. Jennifer Proulx:** Could be. Who knows?

**Mr. Paul Miller:** I'm confused. So why would you leave a full-time position to do this, to maybe not have it when you come back?

**Ms. Jennifer Proulx:** It was a personal risk. I decided it would be an exciting job, so I applied for the job and I got it, lo and behold.

**Mr. Paul Miller:** Okay. So we've got you on this one and we're paying someone else to do your regular—okay. How many more personnel have you had to hire? Now, you're doing double duty, but how many more people have you had to hire in your department for people like Jennifer that have left?

**Ms. Jennifer Lang:** None. I—

**Mr. Paul Miller:** None?

**Ms. Jennifer Lang:** I absorbed Jennifer. Her role already existed. She was with the P/PAG Secretariat as the manager of communications, so I absorbed Jennifer

and her six staff, and so now I have a full complement of 36 staff who report to me.

**Mr. Paul Miller:** Will they report to you after the games, all 36?

**Ms. Jennifer Lang:** I don't know.

**Mr. Paul Miller:** Wow, that is risky.

Anyway, you know what? Since, once again, the government invited you and I can't get any financial details from you and it's a promotion thing again—that's great; thank you for the rah-rah session. All their witnesses are rah-rah people, and that's fine. We'll get down to the financial stuff later, and I really don't have any more questions for you. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller.

We'll turn it over to Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair, and thank you, Ms. Proulx and Ms. Lang.

Just for the record, my understanding is that Ms. Proulx and Ms. Lang were actually invited by the PCs and not the Liberals, so I can only hope that the member will take back his charge of rah-rah. You'll have your chance in the 10-minute go-around, if you want to.

In the meantime, I have a few questions for you. First of all, thank you so much for coming. I really appreciate it. I know you're very busy. I just heard you saying that you're doing double duty, so I really appreciate your coming out.

I'm just curious. I heard you say that you took a risk to be able to be part of these games. So tell me, how important is an event like this for you?

**Ms. Jennifer Proulx:** I can only speak personally. I think it's exciting to be part of this opportunity and I work hard every day to try to make it a reality. I look forward to 2015 and seeing everybody here there.

**Ms. Dipika Damerla:** How would you say your team feels about having the opportunity to be part of these games?

**Ms. Jennifer Proulx:** I have a very great team that is working very, very hard, so I would say that they're 300% committed.

**Ms. Dipika Damerla:** Would it be fair to say that these games will be an unprecedented event in Ontario?

**Ms. Jennifer Proulx:** They're the first games I've ever worked for, so I can't speak from experience, but I think that they're going to be a fabulous games.

**Ms. Dipika Damerla:** One of the things that we have done as the host is embrace the host jurisdictional responsibilities. A big part of that, being the host, is of course the legacy of these games. As I've said in the past, one of the things that this government is doing very differently is that the legacy piece is not an afterthought. It's not, "Let's build, let's focus on the games, and once the games are done, we'll worry about the legacy." From the very beginning, planning for what we're going to do with the infrastructure we've built has been part of the plan. I just thought you could give your experience in that.



**Ms. Jennifer Proulx:** I think that we have the luxury of looking at other games and learning from their good things and their bad things. So definitely taking those lessons and learning that legacy was a key component of a successful games and taking that to heart and putting a focus on that.

**Ms. Dipika Damerla:** Thank you. I did want to point out one thing, which is the PCL strategy that I think was discussed earlier in the round of questioning. My understanding is that the entire strategy has already been provided by Steve Harlow, so perhaps re-reading that report might be helpful in getting some of the answers. Many of the questions asked might be something that could have been asked of the ADMs who were here in the past—the ADM for accessibility, the ADM for transportation, PCL etc. We're not sure why you've been called here if that's the line of questioning, but I just wanted to point that out.

I just had one last question. One of the things that we are doing very differently, again, with these games is the wide geographic footprint. I just wondered, being so close to the games, how you feel about that. What are your thoughts?

**Ms. Jennifer Proulx:** It's definitely a big footprint, but I think that that was a conscious decision, to spread the games and the benefits to as much of the province of Ontario as possible. I think, from that perspective, that's it's great. Obviously, it adds issues on other parts of that, but I think it's going to turn out to be great in the end.

**Ms. Dipika Damerla:** Thank you so much. No more questions.

**The Chair (Mr. Grant Crack):** Thank you very much, Ms. Damerla. We will now move to the 10-minute round of questioning, and I will call upon Mr. Jackson.

**Mr. Rod Jackson:** Thank you. I've got quite a sea of paper in front of me now. Once again, thank you for your patience. This can be a particularly long ordeal, sometimes, especially when you're sitting in your seat, I guess.

I just want to get some clarification on something you said, Ms. Lang, earlier. It may have contradicted an answer you gave me earlier, so I just want you to clarify it for me. I asked you how many full-time employees you have working with you, and you told me seven, and then I heard you say 35. I'm sure there's a reason for that; I just wanted to give you an opportunity to clarify that.

**Ms. Jennifer Lang:** As the director of communications for the Ministry of Tourism, Culture and Sport, and the P/PAG Secretariat, I have a total complement of 36 FTEs.

**Mr. Rod Jackson:** Okay. And then the seven number was just for P/PAGS?

**Ms. Jennifer Lang:** Correct.

**Mr. Rod Jackson:** Fair enough. Sorry, you said 36?

**Ms. Jennifer Lang:** Thirty-six.

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**Mr. Rod Jackson:** And that includes the seven?

**Ms. Jennifer Lang:** Correct, yes.

**Mr. Rod Jackson:** Thanks for that clarification.

I just want to go back to where I originally—well, where I left off on the last line of questioning. There's been some question about not just accessibility but certainly inclusion with the games. I know that there have been some concerns from First Nations, particularly the Mississaugas of the New Credit First Nation, who have had some issues with not being consulted, in their minds, as appropriately as they would have liked. I'm going to run through a couple of them, and maybe you can just give me a fulsome answer. It'll probably take most of the time, I would imagine.

The other was concern from the federal government that there wasn't enough French-language content for the Pan Am Games. Some of the main languages certainly for Pan Am would be English, French and Spanish, among others, but certainly those would be the three big ones.

Then the other one was a headline here in the National Post, "Pan Am Games ... Without Pan American People": Spanish-speaking Community Fear Games Shutting Them Out." Then it goes on to say how there are people of Latin or Caribbean origin who feel they're being left out of the games.

I would say that's a fairly serious issue to be dealing with when you're dealing with games that should be inclusive and certainly should be in consultation with all these different groups, and there are many in North America. It's no small undertaking, understood, but can you explain to me how this happened and what is being done to rectify the situation for consulting First Nations people, francophones and Latin Americans?

**Ms. Jennifer Proulx:** I'm not really getting at your question. I'm not sure what you mean, what happened?

**Mr. Rod Jackson:** How did they get left out?

**Ms. Jennifer Proulx:** Oh.

**Mr. Rod Jackson:** Was there lack of a plan? If you were to do a debrief on it, what would you say you'd do differently? What are you doing now as a result?

**Ms. Jennifer Proulx:** I can't speak to those specific issues. I don't know that they've been ones that we've been dealing with directly. The Mississaugas of the New Credit: Can you clarify what that one was all about?

**Mr. Rod Jackson:** I don't have the details quite in front of me. I do have a letter that was—I guess it came through the Speaker's office in his role as the member of provincial Parliament for Brant, and then it was responded to by the Premier, who referred the issue of not being consulted to Minister Chan and Minister Zimmer—

**Ms. Jennifer Proulx:** Oh, is that the duty-to-consult issue that you're speaking of?

**Mr. Rod Jackson:** I believe so.

**Ms. Jennifer Proulx:** I think that would be an issue that—yes, I'm not entirely familiar with that, but I understand it had to do with something about not consulting with that particular group related to development of one of the sites. Is that correct?

**Mr. Rod Jackson:** Yes, that's correct. Yes, you got it.

**Ms. Jennifer Proulx:** I don't know why that didn't happen or why that issue came up—



**Mr. Rod Jackson:** I'm just curious—and this is no reflection on you, because you only deal with the things that come before you. But it seems to me that in issues management, that's part of what you do, that an issue like this might come before you, and if you didn't deal with it, who did? This must come before somebody.

**Ms. Jennifer Proulx:** An issue like that would come up—and I do recall that being an issue that had come up. I don't know the timing around it. I think I recall—

**Mr. Rod Jackson:** July of last year.

**Ms. Jennifer Proulx:** July of last year? Okay. So we would have heard, I guess, through a partner, or it was in the news or social media or something like that, and we would then consult with, in this case, Infrastructure Ontario, because they are working on behalf of the federal government on developing the site, on building the site. I'm not entirely sure what really happened there and what the outcome has been, but I know that the government has been working closely with aboriginal groups. There was just an announcement today, I think, related to some land that'll be transferred over to the Nishnawbe First Nations group after the games. So I think there's definitely an effort to work closely with that particular group.

The issue around the federal government not having enough French: We certainly do our part in providing our communication products in both official languages. We follow the French Language Services Act. Jennifer Lang is fully bilingual, and I have a designated staff member on my team as well who is fully designated bilingual, so I'm not entirely sure what the issue is there.

I have heard about the Spanish-speaking groups who feel that they need more representation within TO2015. Again, I can't speak to the hiring or HR practices of TO2015. I know that they have their own processes, and their CEO and board of directors would be responsible for that.

**Mr. Rod Jackson:** Okay. I'm not going to belabour this, but I guess that the Canadian government did say that they're worried there's a risk that the Pan Am Games may not meet its requirements to provide for both official languages during the games.

**Ms. Jennifer Proulx:** Okay.

**Mr. Rod Jackson:** I don't think that reflects on your job as communications, probably more on the games, but I was curious if it was more an issue that you dealt with in your role as communications and issues with—I mean, it sounds maybe more like a TO2015 issue.

**Ms. Jennifer Proulx:** Yes.

**Mr. Rod Jackson:** Okay. So in the role—sorry, how much time do I have left?

**The Chair (Mr. Grant Crack):** Three minutes and 36 seconds.

**Mr. Rod Jackson:** Okay. We're not going to cover it all, but we'll get there.

In an issue like the concerns about Latin Americans not being as represented at the Pan Am Games—that's a fairly big one, considering that the vast majority of the players—and when I say "players," I mean—

**Ms. Jennifer Proulx:** Participants?

**Mr. Rod Jackson:** —participants will be coming from Latin America.

**Ms. Jennifer Proulx:** Right.

**Mr. Rod Jackson:** Probably more than half of the participants will be coming from that area. That must be of concern to you in an issues and communications management sort of field. Wouldn't it be?

**Ms. Jennifer Proulx:** Yes, I think, for sure. You want to make sure that everyone could be represented in some way, shape or form. There are a lot of groups, obviously, that would have a strong interest in being a part of the games.

**Mr. Rod Jackson:** Is there a communications plan to be able to deal with these issues if they come up in the future? I would imagine that this is something that—I mean, it's already reared its head. I guess what I'm asking you for, if I could rewind a touch again, is to ask for—you mentioned already that there's an accessibility plan. That was created by TO2015?

**Ms. Jennifer Proulx:** Correct.

**Mr. Rod Jackson:** Okay, so it's unfair of me to ask you to give me that information. But do you have a communications plan to deal with some of these language and cultural issues that could taint the games if they're not dealt with well?

**Ms. Jennifer Proulx:** At this stage, no. We don't have a communications plan specific to those particular issues.

**Mr. Rod Jackson:** And you haven't really dealt with these specific ones?

**Ms. Jennifer Proulx:** No, sir.

**Mr. Rod Jackson:** Okay. Can you tell me, in your opinion, who is in charge of the Pan Am Games? Who runs the Pan Am Games? At the end of the day, where does the buck stop?

**Ms. Jennifer Lang:** Well, again, we can only speak to the function of our branch and unit with respect to the communications role in providing a host of communications options to the minister's office. The political decisions are made from that point on and communicated out.

**Ms. Jennifer Proulx:** And don't forget: We've invested, and so has the federal government as well as the municipalities. So it's not just the province. We are a partnership, so we're working with all of those partners.

**Mr. Rod Jackson:** Yes. I'm just trying to figure out who—at some point, though, there—

**Ms. Jennifer Proulx:** Who's the one person?

**Mr. Rod Jackson:** —there needs to be someone who's responsible. I mean, for any large corporation or any massive undertaking like this, there should be one person that's responsible. I'm trying to find that out, and to date, I haven't got an answer from anybody. I don't think it's because no one knows; I think it's because there isn't one person. I'm just curious to see if you maybe knew something that I didn't know.

**Ms. Jennifer Lang:** As we said, we report to the deputy minister.

**Mr. Rod Jackson:** Right, and the deputy minister reports to the minister responsible for the Pan Am Games.



**Ms. Jennifer Lang:** Correct.

**Mr. Rod Jackson:** Right. So, for all of the provincial investment, both inside and outside of TO2015, the minister responsible for the Pan Am Games would be responsible for that undertaking. Is that a fair assessment?

**Ms. Jennifer Proulx:** For the provincial investment, for sure—for the \$500 million that we put into the games' operating budget and for the additional games investments that we are making. Correct.

**Mr. Rod Jackson:** Okay. Thank you.

**The Chair (Mr. Grant Crack):** Great timing. Thank you very much.

We'll move over to Mr. Miller.

**Mr. Paul Miller:** Thanks. Now I'm kind of tuning in here. Minister Chan has, on more than one occasion, come here and said that he wasn't aware of this and wasn't aware of that that had transpired at TO2015 and their board and the things that have gone on there, some of the arbitrary decisions that were made, he claims, with lack of his knowledge.

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Do you send a representative to their board meetings? Do they not give you a dossier or their agenda of what happened at their meetings? With the amount of money that this ministry is putting in, they don't report and send something through communications to the deputy minister or the minister, through your office?

**Ms. Jennifer Lang:** To answer the first part of your question, we don't send a representative from the communications branch to the Toronto 2015 board meetings.

**Mr. Paul Miller:** You didn't have ongoing dialogue with the 2015 board on anything—their decisions or where they were going to go. They were a separate entity; they worked and did their own thing. Who did they report to? If they didn't report through communications, did they report directly to Minister Chan or his deputy, and sidestep you? You must have had emails and stuff that went through your communications that they would have got.

**Ms. Jennifer Proulx:** No, we don't—

**Mr. Paul Miller:** You don't?

**Ms. Jennifer Proulx:** No, sir.

**Mr. Paul Miller:** I can't believe that the communications for the government has nothing to do with 2015 and what they do in their board and what's going on, when we're funding it.

**Ms. Jennifer Proulx:** We work closely with TO2015 from a communications perspective—

**Mr. Paul Miller:** Well, isn't communications the dialogue and agendas and—

**Ms. Jennifer Lang:** For example, we have a daily call with our communications counterpart at Toronto 2015.

**Mr. Paul Miller:** Right.

**Ms. Jennifer Lang:** I have a weekly phone call with my communications counterpart at Toronto 2015, but not with the board.

**Mr. Paul Miller:** Okay, but if they have discussions at the board, and your contact at the board, through their communications officer who communicates with you—

they don't tell you what's going on at the board or what's going on or where they're going? You know nothing of that? There are no emails? There's nothing to tell you the decisions they've made?

Basically, what you're telling me is that Minister Chan and his deputy minister and you didn't know what was going on over there. Is that a fair assumption?

**Ms. Jennifer Proulx:** We know what's going on from a communications perspective, so when we're going to announce a venue being complete or an opening or the—

**Mr. Paul Miller:** Yes, but isn't dialogue a communication? Isn't ongoing discussions communication? Isn't what the board talks about communication? Was this person only telling you what she or he was directed to tell you, so that you were in the dark, they were in the dark and the left hand doesn't know what the right hand is doing? I want to get to the bottom of this, because a lot of times, the minister sat there, and he really didn't know: "Where are you coming from? Where do you get this information from?"

I'm getting concerned here that the communications department of the government did not communicate—well, you're telling me you did every week with the communications officer of 2015. But some of the rigmarole that went on with Mr. Troop and his expenses and all the things—that's communication too. There are emails that go on about these things. So you're telling me you know nothing about it, the minister didn't know anything about it, the deputy minister didn't know anything about it, but the papers did. They released a lot of this information, so they must have had somebody at the meeting.

I'm really worried that you don't really know what's going on. Do you know now what's going on, after all the trouble they've had? Do you have any more influence, or do you have someone there now to check on what's going on?

**Ms. Jennifer Proulx:** We don't have a comms person at the board meetings.

**Ms. Jennifer Lang:** No, we don't.

**Mr. Paul Miller:** That's scary. That's really scary. Because now I'm seeing where this is all happening. Basically, what I'm getting here now is that 2015 had their own little kingdom over there, and they were doing their own little thing. You guys were giving them money to operate, for whatever—expenses and all of that. And everything that goes from your ministry, through your department, to them is communications, in my humble opinion, whether it be in the form of emails, letters, directives, transfer of funds—whatever it is, that's communication.

So you're telling me that you guys don't know anything about it, or you were not informed about it or that they didn't tell you anything about it. Now I can see where the problems are in the Pan Am Games. I'm really, really getting a vision here. This is not good.

Okay. Well, I guess you can't answer any more, because you don't know, and the deputy minister doesn't know, and the minister doesn't know what goes on at 2015. They have an officer who reports to you weekly, and you don't know.



Okay, that's it for me. I don't have any more questions. Thanks.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller. We'll move to the government: Ms. Cansfield.

**Mrs. Donna H. Cansfield:** Thank you very much. I think that maybe we can help to sort of straighten this out a little bit, having been involved in a couple of ministries. It is my understanding that the deputy minister attends each and every board meeting that takes place for the Pan Am/Parapan Am Games, so there is representation from the ministry at each and every board meeting. There is an ongoing communication that takes place. It's also my understanding that someone from finance from the ministry attends each of the finance committee meetings—and the finance folks, the CFO—at the games as well. It is my understanding that there are representatives from a variety of different parts of the ministry that participate in a variety of those committees. So there is a lot of ongoing communication that takes place between the ministry and the Pan Am Games. That is there.

Your job is to manage communications that come out of that, if there are any. You do not participate in any of those committee meetings, nor should you; it's not in your job description. Your job description is: Once there is an issue identified or an event to be communicated, or there is something that you want to be able to extend to the public, that's your job, and you manage that in how you get that out. Quite frankly, I think you do a pretty good job.

**Ms. Jennifer Proulx:** Thank you.

**Mrs. Donna H. Cansfield:** I was particularly impressed with the pianos. I thought that was an absolutely stellar idea.

So if, in fact, we want to get some of those questions that I think Mr. Miller is looking at, it is the deputy who would be the person to speak to, because he's the one who attends those board meetings. It certainly doesn't fall within your purview.

I did want to say that you've done a great job. It's not easy to be able to say that so far in advance and get people excited about something that's not coming for a few years, and I think that you've really done a stellar job on some of these initiatives. Thank you very much for your time and for coming to share it with us.

**Ms. Jennifer Proulx:** Thank you.

**Ms. Jennifer Lang:** Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. I guess that's it. I'd like to thank Ms. Proulx and Ms. Lang for coming this afternoon. Congratulations. Good job, and continue the good work.

I believe we have a motion. Do you want to take a five-minute break or do you want to table it now?

**Mr. Rod Jackson:** I'm ready when you're ready.

**The Chair (Mr. Grant Crack):** Okay. Mr. Jackson does have a motion. Feel free to read it into the record. Do you have copies, by any chance?

**Mr. Rod Jackson:** I will need copies. Sorry.

**The Chair (Mr. Grant Crack):** You can read it in and then we'll probably have a little adjournment—

**Mr. Rod Jackson:** We'll probably need a break anyway.

**The Chair (Mr. Grant Crack):** Thank you very much.

**Mr. Rod Jackson:** I have a motion here:

That, for the purpose of continuing its standing order 111 study relating to the 2015 Pan/Parapan American Games and the 2015 Pan/Parapan American Games Secretariat, as per the committee motion carried on February 19, 2014, the Standing Committee on General Government invite six additional witnesses per caucus; and

That, beginning the week of April 7, the committee meet on Mondays and Wednesdays for the purpose of this study, allowing for three witness slots per week;

That the committee Clerk make every effort to schedule two witnesses per meeting on Mondays and one witness per meeting on Wednesdays;

That the committee continue to proceed in the manner provided for in the committee motion of February 19, 2014; and

That each caucus provide a new witness list, of at least five names, to the committee Clerk, no later than two business days after this motion passes.

**The Chair (Mr. Grant Crack):** Thank you, Mr. Jackson. We'll take a five-minute recess to allow—

**Mrs. Donna H. Cansfield:** I'd like a 20-minute recess.

*Interjection.*

**The Chair (Mr. Grant Crack):** We'll just take a five in order to get the copies of the motion.

*The committee recessed from 1649 to 1655.*

**The Chair (Mr. Grant Crack):** All right.

**Ms. Dipika Damerla:** Chair?

**The Chair (Mr. Grant Crack):** Well, I did have something to say. However, if—

*Interjection.*

**The Chair (Mr. Grant Crack):** Are you commenting on the motion?

**Ms. Dipika Damerla:** Yes.

**The Chair (Mr. Grant Crack):** Okay. Just for clarification purposes, according to the motion—I think all three parties have had time to review it. Keep in mind—this is just for information purposes—that on March 19, the committee did pass a motion requesting the report writing on the auto insurance study for April 9. This particular motion would supersede that. I just wanted that on the record, for information purposes.

Ms. Damerla.

**Ms. Dipika Damerla:** Chair, we'd like a 20-minute recess. This is all new to us, and we just need some time to understand and figure out what we want to do with it.

**The Chair (Mr. Grant Crack):** Do we have agreement for 20 minutes?

*Interjections.*

**The Chair (Mr. Grant Crack):** Is there any debate? I should ask for debate first.

*Interjections.*

**Ms. Dipika Damerla:** We haven't had time to look at it—whether we want to debate, or whether we want to go to a vote. We just need a recess.



*Interjections.*

**Ms. Dipika Damerla:** Twenty minutes, yes.

**The Chair (Mr. Grant Crack):** Okay. Is there an agreement for a 20-minute recess to allow the other two parties time to take a look at this?

**Mr. Paul Miller:** No.

**The Chair (Mr. Grant Crack):** Okay. Any further discussion?

**Ms. Dipika Damerla:** Chair, do we not get—

**Mrs. Donna H. Cansfield:** On the vote.

**The Chair (Mr. Grant Crack):** The 20-minute recess is allowable upon the call of a vote.

**Ms. Dipika Damerla:** But we need some time to study the motion. If not 20, can we get some time for a recess?

**The Chair (Mr. Grant Crack):** Are you requesting another amount of time? Any time in particular?

**Ms. Dipika Damerla:** Ten minutes.

**The Chair (Mr. Grant Crack):** It's a request for 10 minutes.

**Mr. Paul Miller:** No.

**The Chair (Mr. Grant Crack):** I don't hear consensus for 10 minutes. Any further discussion on the motion? Once again, any further discussion?

**Ms. Dipika Damerla:** Are we not entitled to any recess if a new motion—

*Interjection.*

**Ms. Dipika Damerla:** I know. I'm just trying to understand the rules. I understand that it has to be unani-

mous consent for 20 minutes, but if it's five or 10 minutes, is it not up to the—

**Mr. Paul Miller:** You already had five.

**Ms. Dipika Damerla:** What's that?

**Mr. Paul Miller:** You were here. You already had five minutes.

**Ms. Dipika Damerla:** No, that was to circulate the motion and make copies, but—

**Mr. Paul Miller:** Look, if you want to stall this thing, you want to stall it—

**Ms. Dipika Damerla:** We just want to give it an intelligent debate.

**The Chair (Mr. Grant Crack):** Order. Come through the Chair, please. Any further discussion?

There being no further discussion, I'll call the question.

**Mr. Phil McNeely:** We'd like a 20-minute recess.

**The Chair (Mr. Grant Crack):** A 20-minute recess is in order. Granted.

*The committee recessed from 1658 to 1718.*

**The Chair (Mr. Grant Crack):** Back to order. I have called the question. Those in favour? Opposed?

**Mrs. Donna H. Cansfield:** Recorded vote.

**Mr. Paul Miller:** Too late. You should've asked for that earlier.

**The Chair (Mr. Grant Crack):** The motion is carried.

This meeting is adjourned.

*The committee adjourned at 1718.*





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**Legislative Assembly  
of Ontario**

Second Session, 40<sup>th</sup> Parliament

**Assemblée législative  
de l'Ontario**

Deuxième session, 40<sup>e</sup> législature

**Official Report  
of Debates  
(Hansard)**

**Monday 7 April 2014**

**Journal  
des débats  
(Hansard)**

**Lundi 7 avril 2014**

**Standing Committee on  
General Government**

Pan/Parapan American  
Games review

**Comité permanent des  
affaires gouvernementales**

Étude portant sur  
les Jeux panaméricains  
et parapanaméricains





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## LEGISLATIVE ASSEMBLY OF ONTARIO

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Monday 7 April 2014

Lundi 7 avril 2014

*The committee met at 1410 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEWPAN/PARAPAN AMERICAN GAMES  
SECRETARIAT

**The Chair (Mr. Grant Crack):** Good afternoon, everyone. I'd like to welcome members of the three parties, the committee members, as well as the Clerk, legislative research and Hansard. This afternoon, we will be discussing the Pan/Parapan American Games Secretariat. This afternoon, we have with us the deputy minister, Steven Davidson.

Today, the format is five-minute introductory remarks by Mr. Davidson, followed by 25 minutes of questioning from the three parties, starting with the NDP, followed by the government side, followed by the Progressive Conservatives, the opposition. Following the 25-minute line of questioning, there will be a subsequent 10 minutes available for use by the three parties.

Having said that, I just wanted to make some clarifying statements. I understand Mr. Brad Blair, the deputy commissioner from the Ontario Provincial Police, is here with us this afternoon. We'd like to welcome him as well. I would caution all members of the committee, or make them aware, that procurement for security contracts does not fall within the scope of this particular committee and, as such, we'll be watching the line of questioning very closely from the table and from the Chair's perspective.

At this point, I would like to pass it on to Mr. Miller. I believe you will be the one starting—

**Mr. Paul Miller:** They're not doing—

**The Chair (Mr. Grant Crack):** Oh, sorry. The five-minute introductory remarks by Mr. Davidson. Thank you very much.

*Interjections.*

**The Chair (Mr. Grant Crack):** I wanted to get Paul in right away.

**Mr. Steven Davidson:** I'll be brief.

**The Chair (Mr. Grant Crack):** Thank you and welcome.

**Mr. Steven Davidson:** Thank you very much, Chair, committee members. Good afternoon. I appreciate the invitation to appear again before the committee and the opportunity to provide a brief opening statement.

I'm very pleased to be joined today, at my invitation, by my colleague OPP Deputy Commissioner Blair, who will be able to respond more directly than I can to questions the committee may have about security planning for the games.

As you know, I was appointed deputy minister for the Pan/Parapan Am Games Secretariat in July of last year, and I'm also the Deputy Minister of Tourism, Culture and Sport.

I note that I have provided copies of some materials to the Clerk, which I believe have been distributed to you, and the deputy commissioner and I may refer to those from time to time in responding to your questions.

As you know, the 2015 Pan/Parapan Am Games will be the largest international multi-sport games ever held in Canada. The large scope and scale of the games means that effective planning and delivery requires collaboration amongst multiple partners.

The responsibility to stage and deliver the games rests of course with TO2015, the games organizing committee. TO2015 is an independent, not-for-profit corporation, accountable through its board of directors to its government funders and sport stakeholders, those being the Canadian Olympic Committee and the Canadian Paralympic Committee. This is a typical delivery model for all major international multi-sport games.

Ontario, as a typical host jurisdiction, is also responsible for making investments within our areas of jurisdiction to ensure that citizens and visitors can enjoy the games in a safe and secure environment, that traffic continues to flow and that public health is protected. Ontario is also investing in celebration and legacy initiatives to ensure an enhanced and lasting benefit for the games.

To avoid duplication and to leverage existing capacity and expertise across government, Ontario has concentrated some host jurisdiction responsibilities within the Pan/Parapan Am Games Secretariat, or P/PAGS, which I lead and which reports to Minister Chan, and vested lead responsibility for other specific functions in ministries where capacity and expertise in those areas already exist. So we have a somewhat decentralized model for planning and delivery, and coordination and collaboration are thus absolutely critical.

Responsibilities concentrated in P/PAGS include:

—oversight of the province's \$500-million investment in TO2015's budget;

—planning and direct delivery of key elements of the government's celebration and legacy strategy;



—coordination with other levels of government, including negotiation of service agreements with municipal partners; and

—coordination with other provincial ministries with planning and delivery lead in their areas of responsibility.

Key amongst these, the Ministry of Community Safety and Correctional Services oversees the OPP-led integrated security unit, or ISU, which is responsible for securing public safety during the games.

The Ministry of Transportation is responsible for planning and managing the operation of the regional transportation network during the games. Last month, MTO publicly released its games transportation strategic framework, which was developed in partnership with host municipalities and transportation agencies, and it is working closely now with those municipalities and agencies on detailed delivery planning.

Significant progress continues to be made as we head into the final 15 months of preparation before the games. As always, the interplay between the detailed operational planning of TO2015 and the province's planning in our areas of responsibility continues to be critical and iterative, with the one informing the other.

This morning's launch by TO2015 of the call for volunteers for the games is another sign that the games are rapidly approaching and present a tremendous opportunity for everybody to get involved.

Thank you again for the opportunity to appear. I look forward to your questions.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Davidson. We appreciate the opening remarks.

We'll move to the NDP: Mr. Miller.

**Mr. Paul Miller:** Thank you, Mr. Chair. Good afternoon, gentlemen, Mr. Davidson and Mr. Blair.

On March 17, Saäd Rafi stated that the TO2015 Pan/Parapan Am Games would require 20,000-plus volunteers and that that would be the "highest recruitment of volunteers in Ontario's peacetime history." My question is, how do you plan on ensuring that 20,000 people will volunteer, and what is the backup plan should you not meet that number?

**Mr. Steven Davidson:** Thank you very much for the question. The call for volunteers, I think, is really the turning point in our lead-up to the games. This is where we really launch in a way that raises the public awareness in a manner that hasn't been done before. This is the call for invitations to people to understand the games and all that they will bring to the province, take pride in our role as hosts and contribute through their time and effort.

The target of 20,000 compares quite favorably to the volunteer attraction for other games, and I'm—

**Mr. Paul Miller:** That's fine. I get your point there. Could there be additional costs, and who will authorize those costs?

**Mr. Steven Davidson:** TO2015 has tremendous confidence that they will achieve the 20,000-volunteer target.

**Mr. Paul Miller:** But the cost for the volunteers—there's a cost attached.

**Mr. Steven Davidson:** The cost for the volunteers, to train the volunteers, to outfit them and teach them, is all within TO2015's budget.

**Mr. Paul Miller:** Okay.

When you were here on November 20, 2013, you stated, "To deliver its responsibilities, TO2015 has a games delivery budget of \$1.4 billion, made up of contributions from the federal and provincial governments, municipalities, universities and games' revenue." What does the contract for the provincial portion of these monies require as a value for dollars with respect to the games security, and from what ministry does this money flow, to whom, and how?

**Mr. Steven Davidson:** Let me explain the security budget. TO2015 is responsible, as I said in my opening remarks, for direct delivery of the games. The province is responsible for a suite of responsibilities that ensure that the environment exists for successful delivery by TO2015. That includes the transportation planning, but also public safety/security planning.

As I also said in my opening remarks, in developing the provincial governance structure for the games, there was a desire to not duplicate or replicate skill and expertise that exist in other parts of government. That expertise exists in the Ministry of Community Safety and Correctional Services, and it is their responsibility, through the integrated security unit, to lead the development of that. Equally, the budget then also resides with MCSCS, not TO2015 and not P/PAGS.

1420

**Mr. Paul Miller:** Well, we may differ on that, the following of the dollars.

On November 20, you also said that, "All host jurisdictions typically invest in significant legacy initiatives to ensure a lasting benefit for the games, and they also make investments in essential services to ensure citizens and visitors can enjoy the games in a safe and secure environment..."

Please explain what falls within the requirement of a "safe and secure environment," and how is that achieved, and by whom, if you are not involved in the security?

**Mr. Steven Davidson:** Maybe this is a good point for me to invite my colleague to speak a little bit more specifically about what the planning for protection of public safety looks like. But if I could just distinguish between two aspects of security—and I don't want to introduce a point which may confuse, but I think it's important. MCSCS has responsibility for public safety security. TO2015, as the games organizing committee and the body responsible for the delivery of the games also has responsibility for securing its own assets. So there is a portion of TO2015's \$1.4-billion budget which is to support its responsibility, just as TIFF would or any organizer of a big sporting event or cultural event would want to secure its games room, its equipment, its inventory, its broadcast centre, any of its physical assets. The line drawn, though, is assets versus people, and so



MCSCS' and the province's role is the focus on people and public security.

**Mr. Paul Miller:** You further stated that, "The secretariat has three main areas of responsibility: providing oversight of the provincial investment in TO2015's budget"—which would include security—and "coordinating games-related activities of other provincial ministries...."

I want you clarify to me exactly how the secretariat coordinates other provincial ministries. You said: "coordinating other provincial ministries." As such, what level of responsibility do you have for their activities?

**Mr. Steven Davidson:** Right. So, consistent with—and we'll just continue with the example of security, if you will.

**Mr. Paul Miller:** That's fine.

**Mr. Steven Davidson:** Consistent with MCSCS and my deputy counterpart having responsibility for public safety security planning, my role and the secretariat's role with respect to coordination is ensuring that the security planning that's being undertaken by the integrated security unit under the purview of MCSCS is fully informed by the operational planning decisions being made by the games organizing committee. So one way that we help ensure good coordination is to ensure that there is good real-time flow of information from the games organizing committee as they make on-the-ground, potentially high-impact decisions—

**Mr. Paul Miller:** That would include security, I would assume, anything that's going on with that too.

**Mr. Steven Davidson:** It would include venues, venue selection, scheduling—

**Mr. Paul Miller:** Protection of venues?

**Mr. Steven Davidson:** No, but I would draw a line. So TO2015 has its own responsibility for securing its own assets, but TO2015 does not have responsibility for ensuring that the public safety is protected.

**Mr. Paul Miller:** But who would protect those assets? You said that you have responsibility for securing your own assets. Who will protect those assets?

**Mr. Steven Davidson:** Assets held by TO2015—

**Mr. Paul Miller:** I'm asking a direction question: Who will protect those assets?

**Mr. Steven Davidson:** TO2015. They will ensure that their own assets are protected.

**Mr. Paul Miller:** Through what procedure? Through police, security?

**Mr. Steven Davidson:** No. My understanding is—

**Mr. Paul Miller:** Assets have to be protected.

**Mr. Steven Davidson:** Yes. My understanding is that they will secure the services of private security services to enable them to do that.

**Mr. Paul Miller:** Okay. Thank you. What is the reporting relationship for all Pan/Parapan games security; that is, what is the hierarchy for all security for the games? Who has the final decision on any exceptional measures being taken by that body?

**Mr. Steven Davidson:** I think I will defer that to my colleague.

**Mr. Brad Blair:** Sure. Could you kind of describe for me what you see as exceptional measures?

**Mr. Paul Miller:** If there's a loop in what's happening, maybe there's some individuals we weren't expecting to visit us and things like that—

**Mr. Brad Blair:** Oh, I see.

**Mr. Paul Miller:** —and also to protect our assets.

**Mr. Brad Blair:** As we've explained, the OPP is the lead agency in terms of our integrated security unit, joined by our eight partner law enforcement agencies where the games are being hosted, and also by the RCMP for a particular component around internationally protected persons and for accreditation. In terms of making those decisions, it would be made by the ISU in terms of the response.

**Mr. Paul Miller:** Is CSIS playing a role in this?

**Mr. Brad Blair:** Not to my knowledge, as of yet.

**Mr. Paul Miller:** As of yet; okay.

On the secretariat's website, it states very clearly that "Ontario is responsible for athlete, visitor and resident safety as they participate in the games," and that "updated budgets for security and transportation are typically released 12 to 18 months before large international multi-sport events. We will release revised projected costs"—you do—"for security, and budgets and plans for transportation as they become available."

We started off at \$113 million; we're at \$239 million. This leads me to believe that the secretariat has a significant responsibility for the games' security, particularly its budget. Could you clarify that for me?

**Mr. Steven Davidson:** Certainly. The language on the website, I think, refers to the province, so areas of provincial jurisdiction. Security is absolutely one of those. The role of the secretariat is to ensure good coordination amongst those responsible for security planning and those responsible for delivering on the games, ensuring that there is good real-time communication of those planning activities and associated costs, which we've done—I know that you know—through a couple of technical media briefs. One of the documents that you have in front of you is the most recent table showing the current projected costs of those areas of provincial jurisdiction.

**Mr. Paul Miller:** TO2015 has issued an RFI for venue security. How does that impact the security oversight for which the secretariat website says it has responsibilities? How will that security staff relate to other enforcement and security, and ultimately, through what hierarchy do they report?

**Mr. Steven Davidson:** That's the asset protection that is the sole responsibility of TO2015. It's TO2015's assets that are being protected, so this the piece that is their responsibility that I referred to first. If you draw a line between assets—things—that's the responsibility of the organizing committee; they are procuring those assets and they're responsible for protecting them. People and public safety are the responsibility of the provincial level of government, delivered through the ISU.

**Mr. Paul Miller:** I never heard about this until recently, but my understanding is that there could be another



contract for the interior of the games. The exterior security has been launched, and now I'm hearing that there could be more money and costs associated with interior security, possibly protection of assets or individuals dealing with those assets. Is that true? Could there be more costs attached?

**Mr. Steven Davidson:** Those would not be incremental costs—

**Mr. Paul Miller:** But there is another contract coming for internal security. Is that correct?

**Mr. Steven Davidson:** TO2015 has just completed a request, an RFI leading to an RFP process, I understand, for procuring the security services that they will need to undertake their responsibilities for securing their assets—

**Mr. Paul Miller:** Is that included in the \$239 million?

**Mr. Steven Davidson:** No, it's included in their \$1.4 billion—their responsibilities, their budget. Provincial responsibilities—the list of provincial investments.

**Mr. Paul Miller:** Dovetailing on that, why does TO2015 have an additional security role and responsibility from the secretariat and the ISU?

**Mr. Steven Davidson:** It's separate and apart. I wouldn't call it "additional" because it is not related to the security of people. It has nothing to do with public safety, which is the exclusive purview of the provincial level. Just as I said, any deliverer of a big event will likely have assets associated with the delivery of that event, and they, through their normal course, ensure that those are secured overnight.

1430

**Mr. Paul Miller:** On the secretariat website, it also has a section for Pan Am/Parapan Am Kids, which states that the government of Ontario and TO2015 have created this program. Once again, it's clear to a reader that this is a joint venture and holds joint responsibility for the government and TO2015. Additionally, the website indicates that the secretariat has an actual responsibility for Pan/Parapan Am Games events, actions and security. As each individual group within the games claims their responsibilities, is this confusing the system? And what additional costs for duplication of work is built into the overall budget?

**Mr. Steven Davidson:** The Pan Am Kids initiative is a multi-party initiative. So it is not simply the involvement of P/PAGS and TO2015, but municipalities across the province. Increasingly, school boards across the province and programmers of after-school programming are getting involved in delivering the Pan Am Kids program, which is an opportunity for school-age children to participate in both Pan and Parapan sports, where they wouldn't otherwise have that opportunity.

That's the focus and intent behind that program—very, very diffused across multiple delivery partners.

**Mr. Paul Miller:** Okay. I guess my next line of questioning is for Mr. Blair. What role have you played in writing the RFP, the applicant review process, the applicant elimination process and the awarding of private security contracts to Contemporary Services Canada?

**Mr. Brad Blair:** So me, myself, personally?

**Mr. Paul Miller:** Or your organization.

**Mr. Brad Blair:** Our organization, obviously, has been very involved in terms of determining the scope of the creation of the RFP. Certainly, in terms of our consultation with a number of security consultants, including KPMG, our law enforcement partners in other parts of the world who have recently undertaken—

**The Chair (Mr. Grant Crack):** Sorry to interrupt, Mr. Blair, but I think the question's out of order.

**Mr. Paul Miller:** Why, Mr. Chairman?

**The Chair (Mr. Grant Crack):** Because the question relates to the Ministry of Community Safety and Correctional Services, as the budget does fall under that particular ministry. So I'd ask you to rephrase—

**Mr. Paul Miller:** But with all due respect, Mr. Chairman, the RFP is part of the overall budget for the games. So how can that be a conflict?

**The Chair (Mr. Grant Crack):** The RFP falls under the Ministry of Community Safety and Correctional Services. Any lines or questions directed regarding that line of questioning—

**Mr. Paul Miller:** Well, with all due respect, it's right here on the slips you handed out. It's right here in the budget: security, ISU. It's right here on the handouts you gave out.

**The Chair (Mr. Grant Crack):** I understand that, and—

**Mr. Paul Miller:** Well, then, how is it not part of the line of questioning? It's right here: ISU, security.

**The Chair (Mr. Grant Crack):** The deputy minister had quoted, "Key amongst these, the Ministry of Community Safety and Correctional Services (MCSCS) oversees the OPP-led integrated security unit ... which is responsible for securing public safety during the games." So as such, anything related to the procurement and costs associated with the security fall under the MCSCS and—

**Mr. Paul Miller:** Mr. Chairman, with all due respect, we just discussed with the deputy minister about the assets involved in the games and the protection of the assets. You didn't stop me there when I asked who was taking care of the protection, and he explained it very well. Of course, the commissioner said a bit too. So this security/ISU situation, this category, which falls under games funding partner contributions by public dollars, should certainly fall under the auspices of a security budget, which falls under TO2015 plus the ministry, because they are dealing with public funds. This says right here, "Municipal services, security, transportation"—this is all part of the overall picture.

So I don't know who's making the decision that doesn't fall into the category of questioning. Who's making this decision: the Clerk's office, you or the Liberal Party? Who's saying this is not kosher?

**The Chair (Mr. Grant Crack):** We have to follow the standing orders, and in this particular—

**Mr. Paul Miller:** This is not part of the standing orders—

**The Chair (Mr. Grant Crack):** Now, Mr. Miller, I'm trying to explain. You asked a question. So under stand—



ing order 111, our committee does not have the authority to review the operations of the Ministry of Community Safety and Correctional Services, which is assigned to another committee for the purpose of such study. Matters that fall outside the responsibility of the Ministry of Tourism, Culture and Sport and the Pan/Parapan Am Games Secretariat therefore fall outside the scope of this particular committee's authority to review them, and security is one of those matters.

**Mr. Paul Miller:** Mr. Chairman, I'll respect your decision—certainly under protest, because I don't know who made this decision; I'm not quite sure. I'm sure somebody did over there. Actually, frankly, with all due respect, it's not your decision to decide what falls under the purview of correctional services. It's up to the line of questioning, or if the Clerk has told us that these questions may be, if challenged. But the bottom line is, they didn't say we couldn't ask them. So I'm assuming that any committee runs through the Clerk's office. Is that correct?

**The Chair (Mr. Grant Crack):** My responsibility is to ensure that the standing orders from the House are followed, and under this case, standing order 111 clearly states that the Ministry of Community Safety and Correctional Services does not fall within the realm of this committee's responsibility. There are other avenues that can be utilized, such as justice policy, to answer your questions. But this committee's not—

**Mr. Paul Miller:** Didn't we just talk about Pan Am Kids and the strategy for that and the money involved?

*Interjection.*

**Mr. Paul Miller:** And the Ministry of Education? Does this fall under this purview too? Or do none of the ministries fall under this purview?

**The Chair (Mr. Grant Crack):** Under this particular line of questioning—

**Mr. Paul Miller:** What are we worried about? What are we hiding here? What are we worried about this line of questioning for?

**The Chair (Mr. Grant Crack):** My responsibility is to ensure that standing order 111 is followed, Mr. Miller.

**Mr. Paul Miller:** Okay. I'll move on with my questions, then. I hear you, but I'm not quite sure where you're going with it.

If you had a limited or no role, according to the Chairman, then why are you here this afternoon? Why am I questioning you? As a security expert, why are you here, if I cannot question you about security? That's confusing.

I guess my next question may fall out of line, too. What level of security check is done for each company that responds to the RFP? What level of security?

**Mr. Brad Blair:** Before the awarding of any contract for private security, they have to have a licence and be in good standing in the province of Ontario. They have to be licensed to provide security services.

**Mr. Paul Miller:** Thank you. Isn't this the same company that was fined \$49,000 and the OPP charged them for operating in Ontario without a licence?

**Mr. Brad Blair:** They had applied to provide security services without a licence.

**Mr. Paul Miller:** They did, and they were charged. It's my understanding that there were some problems in Vancouver, too, but you probably don't have that information.

**Mr. Brad Blair:** I'm not aware of that.

**Mr. Paul Miller:** Don't you find it a little unusual that the OPP, which charged a company and fined them for not operating properly in Ontario, now have—well, according to the government, you picked them, and then you're saying that the government picked them, so I'm not quite sure who picked them. But the bottom line is, somebody picked them. Don't you find it a little unusual that you'd be picking a company that you fined?

**Mr. Brad Blair:** Right. I didn't have a chance to respond to who had picked them, but we did lay a charge and they subsequently paid their fines. They did provide security services, as you're aware, during that time and were properly licensed to do so. They had applied to provide security services without having a licence in the province of Ontario. That's what the regulatory violation was about.

**Mr. Paul Miller:** Okay. With your expertise and experience, you would find it very unusual that a company of this category or this capability, who have done other events throughout the world—certainly, that would have been part of their normal planning, to make sure they were licensed properly to operate, would you not say?

**Mr. Brad Blair:** I can't speak to the specifics around what was going on at the time. Obviously, there was an expedited need for security services at this time. They had applied without the licence, and they were subsequently charged. They did provide the services and were licensed to provide those services. In the present-day context, the important piece is, they were licensed and a company in good standing.

**Mr. Paul Miller:** Okay. When Mr. Rafi was at the committee last month, he stated that he was not involved in the selection process for security and yet has issued a request for information for venue security. Can you explain this to me? Why is he—

**Mr. Brad Blair:** That would be a separate request for a different set of security requirements—

**Mr. Paul Miller:** But he wasn't involved, he said.

**Mr. Brad Blair:** —that would be outside of this security request.

**Mr. Paul Miller:** But he wasn't involved, and now he's asking for information. That's a little unusual.

What assurances do Ontarians have that, this time around, the foreign-owned private security company will ensure proper licensing and that properly trained security guards with Ontario experience will work at these games?

**Mr. Brad Blair:** We have a recruitment plan that they'll be providing to us as the oversight body, the OPP and the ISU-led security planning group, and we will be doing our due diligence to ensure that they meet the benchmarks as per the contract, as time goes on, around



recruitment, training and hiring. There are benchmarks that are included in the contract.

**The Chair (Mr. Grant Crack):** Mr. Miller, just another reminder: I'm trying to be as fair as possible—

**Mr. Paul Miller:** Well, I'm trying to be as delicate as possible. It's hard under these rules, but I'll try.

**The Chair (Mr. Grant Crack):** Thank you.

**Mr. Paul Miller:** Okay. The company, as we have discussed, had serious problems, for which you charged them, with licensing. The \$81 million that was awarded them for this contract—is that a fixed number? Or could there be some flexibility depending on the demands of the games as we go?

**The Chair (Mr. Grant Crack):** Mr. Miller, my apologies again, but these are specific questions regarding security and procurement. They do not fall within the scope under the standing order—

**Mr. Paul Miller:** So can we safely say that we can eliminate my next question, Chairman, which says, “Can you discuss the relationship between the integrated security unit, ISU, and TO2015?”? Would that be in order?

**The Chair (Mr. Grant Crack):** I think that one would be in order?

**Mr. Paul Miller:** Oh. Well, we have some flexibility.

So, can you discuss the relationship between the integrated security unit, ISU, and TO2015?

**Mr. Brad Blair:** Certainly. We're involved, almost on a day-to-day basis, in terms of their planning. Of course, for us to provide security services, we need to understand what is going on during these planning phases, and hence, we are dealing with our associates at TO2015 on a daily basis to ensure that we're in step of keeping up with the planning that's ongoing to ensure that security services are aligned with the planning.

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**Mr. Paul Miller:** Thank you. TO2015 doesn't want a games event that is so buttoned-down that you can't access it, while at the same time, I'm sure you don't want a games event that is so wide open that there's a security challenge. Do you know what individual ministry organization is responsible for striking that balance?

**Mr. Brad Blair:** That would be a commitment that we have made in ensuring that these games are carried out in the way that I think the residents of Ontario would like to see. We'll ensure that we strike that balance.

**Mr. Paul Miller:** What ministry would you work with?

**Mr. Brad Blair:** Well, it's actually going to be our response, as the ISU, led by the OPP. That will be determined by us and the appropriate security needs, based on the security threat and a whole bunch of other factors. But our intent is to ensure these games are open and accessible and enjoyable.

**Mr. Paul Miller:** With every security-related decision that the ISU makes, there is an associated cost, obviously. How early in the decision-making process for security-related costs do you correspond with the Ministry of Tourism, Culture and Sport and TO2015?

**Mr. Brad Blair:** In terms of the accountability mechanisms that are built in? Well, we sit monthly on what's called SBOC, the Strategic Budget Oversight Committee—MCSCS and P/PAGS—and we participate as the OPP too. So we have ongoing conversations around these types of issues.

**Mr. Paul Miller:** Okay. You've said that the ministry for security—the Chairman was concerned about me dipping into their area. And now we have the Ministry of Tourism, Culture and Sport.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller. Your time is up.

We shall move to the government. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair. Welcome again, Deputy Davidson, and welcome, Mr. Blair. Thank you so much for being here. I'm going to address my questions generally and either of you can answer as you think is appropriate.

I'm just going to begin by saying that you've heard the minister say time and time again—and this government say—that these games are the most transparent ever. Deputy, would you be able to comment on that?

**Mr. Steven Davidson:** The government has taken a number of steps to ensure that there is transparency in the planning for these games. One of the fundamental decisions taken at the beginning of the process was to bring the games organizing committee under the purview of the Freedom of Information and Protection of Privacy Act. To my knowledge, if you're talking in relative terms, that is an unprecedented step for a games organizing committee. But in addition to that, TO2015 does, of course, post its quarterly financial statements on its website.

The government, for its part, has undertaken a commitment to periodic media technical briefings, of which there have been two. The first was back in the late fall, and the purpose of that predominantly was to provide an overview of the planning under way for the games, the roles and responsibilities which, as we know from discussions, are multiple in terms of the myriad of partners that are coming together to deliver the games—a focus of that being on clarifying those respective roles and responsibilities, particularly between the games organizing committee and the province and its host jurisdiction responsibilities, and to provide an overview of the budget for the games. So that was the focus of the first technical briefing.

The second technical briefing, in March of this year, focused on two pieces. In addition to an overall update on the state of planning for the games, it talked at some length around the transportation strategic framework, which is the responsibility of the province, working with municipal partners and transportation agencies. That was one focus of that brief. The second was to provide information and respond to questions with respect to the security planning. As I recall, about two weeks prior to that technical briefing, there had been a communication around the change in the planning number for security.

So, across a range of particular initiatives, the government is, I think, making a strong effort to ensure transparency for the games.



**Ms. Dipika Damerla:** So to just clarify, nobody asked the government to bring the games under FIPPA. It was an initiative of the government voluntarily, and it's unprecedented in the Canadian history of games. Would that be correct?

**Mr. Steven Davidson:** I can't speak to what factors might have informed that decision taken by the government at that time. I wasn't in my current role at that time, so I don't know. But certainly, the fact is that the decision was taken to bring them under FIPPA and that was done.

**Ms. Dipika Damerla:** Thank you. I'm sure you've heard some of the claims that the opposition has been making in the past few months, most recently in question period on Thursday of last week. The member from Barrie has asked the minister about boat limousines and water taxis that were being made in a shipyard in the US. Has any money been spent by the provincial government on boat limousines and water taxis?

**Mr. Steven Davidson:** To my knowledge, no money has been spent by the provincial government or TO2015—with whom we consulted—on boat limousines.

**Ms. Dipika Damerla:** So if you're saying that the government hasn't, then how do you square the claim that is being made by the opposition?

**Mr. Steven Davidson:** All I can say is, I have no knowledge of any expenditures on boat limousines.

**Ms. Dipika Damerla:** So then what you're saying is that the claim is not accurate.

**Mr. Paul Miller:** That's not what he's saying.

**Mr. Steven Davidson:** I'm saying that I have no knowledge of any expenditures on boat limousines.

**Ms. Dipika Damerla:** Thank you. How about the mascot for the games touring different countries? I believe that the member from Barrie had asked TO2015 CEO Saäd Rafi whether Pachi had been flying to Russia and the Caribbean because there were pictures of it on Twitter. Could you comment on that?

**Mr. Steven Davidson:** I do know that life-sized Pachi has not travelled to China. Pachi is out across the province making appearances and generating enthusiasm for the games as a mascot would do, but I'm under the understanding that he or she has not travelled to China.

**Ms. Dipika Damerla:** So, again, you can't substantiate that claim.

**Mr. Steven Davidson:** Well, I can say that Pachi did not travel to China.

**Ms. Dipika Damerla:** Thank you. This morning, there was a very exciting announcement: the kickoff of our volunteer engagement. As Mr. Miller said, it's going to be the largest number of volunteers that we are going to harness in peacetime in Canada. I did not know that, but that just makes me feel really proud. It was a moment that really stirs you up. Wow. That's a huge undertaking, so congratulations. I can tell you that folks in Mississauga are very excited, so I'm really looking forward to the rollout so that we can get volunteers engaged. So tell me a little bit about our volunteer engagement plan and why it's so critical to these games.

**Mr. Steven Davidson:** Let me preface my comments by just emphasizing that the volunteer piece is very much a part of TO2015's responsibility for delivering the games. Just as any games organizing committee would, they are looking to attract a significant volume of volunteers to participate in many different ways in delivering on the games. Some of these volunteers will perform leadership positions working with teams. Others will be doing other operational activities. Some will be directing traffic with those big thumbs. There's a whole range of responsibilities and functions that volunteers can perform. I know certainly TO2015 is very motivated to attract a diverse array of Ontarians to participate in whatever way they're able or interested in helping us host a tremendous games.

**Ms. Dipika Damerla:** I have some questions around security, so I'm just going to begin by asking Deputy Blair. Thank you for being here as well. If you could just speak a little bit to your experience.

**Mr. Brad Blair:** My personal experience—

**Ms. Dipika Damerla:** Yes.

**Mr. Brad Blair:** —in terms of 28 years as a provincial police officer having served across this province? I've served in numerous areas in the province of Ontario, from a front-line officer from our most remote communities to our anti-rackets section that investigates frauds out of our general headquarters to our municipal contract policing area in the Ontario Provincial Police. I was the executive lead in implementing the recommendations from Ipperwash and was tasked with creating the OPP's Aboriginal Policing Bureau. Most recently, prior to this job, I was the regional commander of central region, the busiest region in the province of Ontario, and I had the privilege of doing that until I took this job in late November.

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**Ms. Dipika Damerla:** Thank you so much.

**The Chair (Mr. Grant Crack):** Ms. Damerla, if I could just interject for a second there. We have to make sure that we stay focused on the mandate of the committee. Any security-related questions from either party, from here on in, I'm going to be ruling out of order and asking for either a rephrase or a change.

**Ms. Dipika Damerla:** Mr. Chair, I'm going to seek your indulgence on one thing. There was some questioning around CSC, a private security company, that the opposition was allowed to ask. I would like to be able to ask my question so that we get a full picture. I will not go to procurement, but in the past, also, I've heard questions around the budget. I will be very mindful of not going into procurement, but I would like the ability to ask questions related to the original line of questioning.

**Mr. Paul Miller:** Point of order, Mr. Chair.

**The Chair (Mr. Grant Crack):** Point of order.

**Mr. Paul Miller:** I'd like the ability too, but I got cut off.

**The Chair (Mr. Grant Crack):** I provided you with quite a bit of leniency, and I'm just trying to reel that in. I'm trying to be as fair as possible. I'd like to remind all



members also to direct the questions to the actual witness. If Mr. Davidson would like to pass the questions off, that's his prerogative as well. It's my responsibility to make sure that the line of questioning falls within the mandate of standing order 111.

**Ms. Dipika Damerla:** I will endeavour to do that. Thank you, Chair.

**The Chair (Mr. Grant Crack):** Thank you, Ms. Damerla.

**Ms. Dipika Damerla:** Deputy, there has been a lot of media attention around the security budget increasing to the latest estimate of \$239 million. The opposition—

**The Chair (Mr. Grant Crack):** Ms. Damerla, can we stay away from security, please?

**Ms. Dipika Damerla:** Chair, I do need your indulgence here. Can I at least ask questions around—the company's name, I believe, is CSC, the private security company. Questions were asked around the licensing, or lack thereof, and I think it's very important that I be allowed to ask questions that clarify and give context to the scenario that was depicted through Mr. Miller's line of questioning.

**The Chair (Mr. Grant Crack):** Thank you very much for the question. I did provide, perhaps, a little bit too much leniency to the NDP on this particular issue. Any questions related to security do not fall within the mandate of the committee, according to standing order 111. I'm trying to be as clear as possible. The Ministry of Community Safety and Correctional Services is not under our mandate to review, and security is their responsibility.

**Ms. Dipika Damerla:** Chair, I'm going to respect your ruling, but I do have to say that it's unfair that the opposition side of the story, through their line of questioning, was allowed and now we don't get a chance to give context to that. I do just want to put that on the record. Give me a few seconds to collect my thoughts and I'll continue to ask questions that are not security-related.

**The Chair (Mr. Grant Crack):** Thank you.

**Ms. Dipika Damerla:** So no questions at all around security? Can we ask about the role of the ISU? We have somebody from the OPP here who is well-versed in it and can clarify for the committee.

**The Chair (Mr. Grant Crack):** Security matters are the responsibility—I think, as Chair, I've made that clear previously—of the Ministry of Community Safety and Correctional Services. The OPP falls under this particular ministry. Our mandate here is limited to the review of the Ministry of Tourism, Culture and Sport and the Pan/Parapan American Games Secretariat. So please stay as focused as we can. I will be cautioning members as we move forward. It's clear that we, as a committee, have to follow the rules of standing order 111.

**Ms. Dipika Damerla:** Chair, can I just ask what has changed? Because questions around the increase in budget, at least—not the nuts and bolts of the security, but questions around why the security budget increased from \$113 million to what it is today—have been enter-

tained in the past. I'm just curious as to why we can't entertain them now.

**The Chair (Mr. Grant Crack):** If you direct your question to Mr. Davidson and it relates to security in that particular sense, that is acceptable, but once we get into the details of contracts and contractors, that does not fall within the scope.

**Ms. Dipika Damerla:** Fair enough. Okay. So I'm going to be asking around the rationale. Thank you, Deputy, and thank you, Chair.

Deputy, we've heard in the media quite a bit about the security budget increasing to the latest estimate of \$239 million from the original \$113 million, when the bid was first made. Could you tell us what that increase is about and why it came about?

**Mr. Steven Davidson:** Sure, I'd be happy to. If we begin with the \$113 million that was the original estimated security budget, the genesis of that is twofold: One, PASO, the Pan-American Sports Organization, which is the body that holds the franchise for the Pan Am Games—under their legislation, under their act, it's a requirement that a bid contain a budget for security. There isn't a similar requirement for, say, transportation, but there is for security. So there needed to be a budget for security in the province's bid, but of course, at that time, there had been no planning for the games, so there was minimal information available in terms of the actual operations of the games to inform the construction of the security budget estimate. Based on the best information available at that time, \$113 million was the number arrived at. Subsequent events and planning proceeding has informed the revision of that number. In the fall of last year, at the original technical brief, that number was \$206 million, and now up to \$239 million. The jump to \$239 million is the direct consequence of the results of the procurement undertaken by the ISU. I will speak about the procurement from the perspective of P/PAGS and our role in oversight and coordination.

The interest on the part of the secretariat—and our responsibility is to ensure that all undertakings done with respect to the games are done in accordance with appropriate, applicable rules. In the case of the ISU's and MCSCS's procurement of private security services to support the securing of public safety, my knowledge of the process is that it was undertaken in conformity with the government's procurement rules, which are contained in the procurement directive. There was an open, competitive process. MCSCS, as is normal in major procurements, secured the services of a fairness commissioner to make determinations along the road and provide advice in terms of the construction of the process and then, finally, at the conclusion of the process, provide a final report with an assessment of the process and its conformity to applicable rules.

I have no direct knowledge of the evaluation that was undertaken. My knowledge is that the evaluation was done in accordance with the rules. I would add that my knowledge of the process undertaken in this case is that it's consistent with the multi-stage process in assessing a



complicated procurement, which is that the team of qualified assessors first takes a look at mandatory requirements, then takes a look at rated criteria, and then takes a look at the results of a presentation. It assesses those three and then, finally, goes to an unveiling of cost. So the reason for this underlying—and here, I'm talking very generally about the government's procurement rules, which were applied as they needed to be in this case. The financial piece is kept sealed through the first three stages of the procurement process, and then, finally, when a short list of qualified service providers is determined, the envelopes are opened to reveal the cost. That number is fed into more or less a formula, and there is a successful bidder at the end of that process.

My interest, as the deputy responsible for oversight coordination, is to ensure that in this process, as in others, the rules are followed. As I think you would be aware, the fairness commissioner has delivered to the Ministry of Community Safety and Correctional Services, which has provided a copy to me, an unqualified attestation by the fairness commissioner that the process was followed.

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**Ms. Dipika Damerla:** So, essentially, the original \$113 million was just a guesstimate to be put in as part of the application package, and it was always understood that as we got closer to the event and really got things moving, the budget would evolve. Would that be fair?

**Mr. Steven Davidson:** I would agree with the second part of the statement, that it was always anticipated that that original number would not stand, and that as planning proceeded, it would need to be revised. I didn't participate in the construction of the original number, so I'd be hesitant to call it a guesstimate. As I said, I think a better way—

**Ms. Dipika Damerla:** Well, an estimate—

**Mr. Steven Davidson:** Yes. It was informed by the best information available at the time, which was very limited.

**Ms. Dipika Damerla:** And this is pretty typical for any games anywhere in the world—whether it's Sochi, whether it's the Vancouver Olympics—that the budget for the security is going to evolve depending on circumstances and as you get closer to the games and the ground realities become more clear.

**Mr. Steven Davidson:** I would imagine that that's the case. This is the first games that I have worked on, so I don't have direct knowledge of others. But again, as I would say, the PASO act requires an initial security budget. I think it's reasonable that a budget for security constructed at that early date, given the high degree of interdependence between security planning and on-the-ground games delivery operational planning, that inevitably it would evolve, I would think, in most circumstances.

**Ms. Dipika Damerla:** You know, Deputy, I'm not a security expert, but even I as a layperson can say that when the bid was first put into place five years ago, since then we've had certain events like the Boston Marathon, the unfortunate incident that took place, threats at the

Sochi Games. So, obviously, over a five-year period, the risks around a particular set of games can change, and that would, again, dictate what the final security budget might be.

**Mr. Steven Davidson:** As a layperson, I would share your view, but I would defer to my colleague to talk more specifically. One thing I might ask my colleague to speak to, if it's within the bounds of the committee, is to talk about the changing environment within which the procurement for private security services was undertaken, because I think there are—I have a layman's understanding of some of the external factors that have evolved over the last little while. So if the deputy commissioner could speak to those, I would refer to you.

**Mr. Brad Blair:** The environment that we found ourselves in in 2012 was that the RFI for the procurement was being developed at the same time as the London Games were taking place. At that point, there wasn't the learnings that are available for London and the failing of private security in providing security to those games. Subsequently, as a result of what has come from that experience, what has come from Guadalajara, what has come from the experience in Glasgow that is taking place as we speak and of course added to it our own experience—these are all the things that were contextual in terms of determining what our needs would be moving forward.

You've talked about the things that may or could drive security costs. Obviously, the most important one would be the threat level, the threats associated with these particular games. At this time, we would say that the threats to these games are low, but a change in that threat level would change the demand for security response.

**Ms. Dipika Damerla:** Thank you. That really clarifies why it went from \$113 million to \$239 million. So there's a difference between characterizing it as, "Oh, my God, this is such a shock," versus "This was something we always anticipated"—that it wouldn't be crystallized at \$113 million, that the budget would evolve: (1) the ground realities; and (2) the changing climate of threats. Is that fair?

**Mr. Steven Davidson:** Yes. I would say that it's a fair statement that it was anticipated that the security budget would evolve as there was more specific information available about the on-the-ground delivery of the games.

**Ms. Dipika Damerla:** Thank you so much for clarifying this for the entire committee, particularly my friends in the opposition, because they've had some trouble with this concept.

With that, Chair, I will end my line of questioning for now.

**The Chair (Mr. Grant Crack):** Thank you. You had two minutes left, and I appreciate that.

Mr. Jackson.

**Mr. Rod Jackson:** Thank you, Chair. I'm going to start off firstly by asking just a couple of questions on volunteers, if I could. There are 20,000 volunteers. Are any of the volunteers actually paid volunteers?

**Mr. Steven Davidson:** No. My understanding is that the call for volunteers is a call for people to volunteer



freely of their time to participate in the games. In exchange for that, they'll have training with respect to whatever activity they're asked to undertake. One point I would make is that all volunteers will receive training in accessibility issues and service provision. So there is a certain set of skills that will be part of training provided to all volunteers, but it is unpaid.

**Mr. Rod Jackson:** In the provision for volunteers, is there provision for taking on a certain number of volunteers with disabilities?

**Mr. Steven Davidson:** The goal is certainly to invite people of varied abilities and aptitudes to participate. I can't answer whether there is a particular goal attached to that, because this is the responsibility of TO2015. But I know it is absolutely a priority for TO2015 to encourage the participation of as many Ontarians across all our diversity. So absolutely, there will be roles for people with accessibility challenges.

**Mr. Rod Jackson:** Has anyone in the secretariat or, to your knowledge, in TO2015 cross-referenced with the Ministry of Labour to make sure the new rules regarding unpaid interns don't apply when you're talking about employing volunteers?

**Mr. Steven Davidson:** TO2015 is certainly obliged to conduct its business in compliance with all relevant legislation and applicable government directives, so my expectation is that they are absolutely doing this. But I would emphasize that these are volunteers; these are not unpaid internship positions. Volunteers, in this context, are similar to, say, the army of motivated, committed volunteers that every year turn out to help support the Toronto International Film Festival. These are people freely volunteering of their time to pitch in however they're deemed most valuable.

**Mr. Rod Jackson:** Yes, and the world needs more of them, for sure.

**Mr. Steven Davidson:** Yes.

**Mr. Rod Jackson:** And I agree.

Recently, there have been, in the efforts to recruit volunteers, a lot of incentives that have been put in place for them. A couple of them would be maybe—I'm looking at the OSAP forgiveness and programs like that. Not only that, but there are costs to train them, outfit them, feed them, transport them, insure them. There are a lot of peripheral costs around having volunteers. Has that been figured into the total budget?

**Mr. Steven Davidson:** Absolutely. I'll talk about the OSAP piece separately, but the cost of recruitment of volunteers, training of volunteers, outfitting volunteers, ensuring that they're hydrated, all of that, is all fully within TO2015's \$1.4-billion games delivery budget.

The OSAP piece is a provincial investment which is being funded through the core budget of the Ministry of Training, Colleges and Universities. So there isn't an incremental cost for that; that is being absorbed within TCU's budget.

**Mr. Rod Jackson:** Okay. Do you know if there are any background checks that are going to be performed on volunteers who will be dealing with the public?

**Mr. Steven Davidson:** I would refer the specifics to my colleague, Mr. Rafi. But certainly my understanding and expectation is that all applicable rules and check requirements will be fully deployed here.

Again, this is TO2015's area of responsibility, but I do understand that there will be a variety of functions performed by volunteers, and I would anticipate that the level and nature of checks would conform to the nature of the activity that the volunteers were being asked to perform.

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**Mr. Rod Jackson:** Right. So if you're working with kids, you're going to have a higher level of security required.

**Mr. Steven Davidson:** Absolutely.

**Mr. Rod Jackson:** Can you tell me how many people are currently working with the secretariat?

**Mr. Steven Davidson:** Our FTE limit, our full-time equivalent limit, is 58, so that's our allocation. At any one time—I can get you the point-in-time number for today, but we do, from time to time, as we're able, supplement that with students over the course of the summer. This is a tremendous, huge, diverse project to work on, so we try to encourage student placements as best we can. That would occasionally, for a period of time within a fiscal year, take us over. But we also manage vacancies from time to time, and so it's quite possible that now, where we sit in March, we may actually be under the 58. I'd be happy to get you the real number, but we're always in that zone of our limit.

**Mr. Rod Jackson:** I understand that with a complement of that size, it's going to vary by a few on either side.

In your secretariat, I noticed that there are a few people who are seconded from other ministries. Is there anyone there who is seconded from the MC—

**Mr. Steven Davidson:** MCSCS?

**Mr. Rod Jackson:** Thank you. Yes.

**Mr. Steven Davidson:** I believe there may be. I can't tell you for sure right now, but I can certainly find out. I would say, just generally, that the recruitment for the secretariat has been to encourage as much participation in this great project as we can. So many of the positions are staffed by people whose permanent positions are actually within the secretariat, but a variety of positions are filled by people who are on secondments, whose home positions are in other ministries across government, and they could be attracted to the P/PAGS job because they bring a particular expertise or they just bring a particular interest and they're wanting to diversify their skill base. This is a great opportunity. We have folks seconded from a whole variety of ministries.

**Mr. Rod Jackson:** I just asked because I think, Chair, if there is someone from the MCSCS—sorry, am I getting that right? All these acronyms—would it not be prudent, then, to ask questions of the secretariat, considering that there are people representing that ministry in the secretariat?

**The Chair (Mr. Grant Crack):** I would think that you could make the request for them to appear, whom-



ever, before the committee, and ask appropriate questions relating to the Pan/Parapan American Games Secretariat.

**Mr. Steven Davidson:** Could I just add a point on that?

**The Chair (Mr. Grant Crack):** Certainly.

**Mr. Steven Davidson:** An individual seconded from one ministry to another ministry has, in fact, a new employment contract with the new ministry, so that person could be doing something related to the business of its home ministry or, more likely, not. I would just say that not knowing who has been seconded, they may very well be working on something entirely different. But I can find out.

**Mr. Rod Jackson:** Understood.

Sorry; just give me one quick second here, because I do have a question. We had to rejig our questions because a lot of them were security-related and apparently we're not going to be able to ask those questions today.

You've referred to the strategic budget oversight committee. Correct?

**Mr. Steven Davidson:** Yes. The commissioner did.

**Mr. Rod Jackson:** Who are they? Where do they come from? What do they do? Who's on it? All those sorts of things.

**Mr. Steven Davidson:** One of the assistant deputy ministers in the secretariat represents P/PAGS on it, but I'm not directly involved, so you may wish to speak in more detail.

**Mr. Brad Blair:** The co-chair of that is our ADM, our CAO of our ministry, MCSCS. Also, finance committee is represented there. The OPP sits on that oversight committee also.

**Mr. Rod Jackson:** Okay. So there is a representative for the secretariat on that committee, and that's the committee that oversaw the procurement process.

**Mr. Steven Davidson:** I draw a distinction between the function of that body, which is in respect to financial oversight and tracking, and the security expertise that is drawn from MCSCS and the ISU and partner municipal security forces. There isn't an overlap between responsibility for security planning, based on expert knowledge and experience, and the budget tracking, which is the numbers that are informed by decisions taken by the technical experts.

**Mr. Rod Jackson:** Okay. I think I got that. The secretariat has a budget oversight role with the games, right? There's a financial accountability role with the secretariat. There is such a parsing of responsibilities here, so some of it is a little bit hard to follow. I understand it's a huge undertaking, so that's not a critique; that's just a fact.

What kind of role did the secretariat play in overseeing any procurement process—we're talking about several different ministries—whether it's education, whether it's health, whether it's MCSCS? Where does your oversight start and end with that coordination?

**Mr. Steven Davidson:** That is a really important, fundamental question. Oversight by the secretariat—the responsibility that the secretariat has for oversight of the

budget related to the games—is oversight over the province's \$500-million investment in the games organizing committee, which, of course, is complemented by investments from other funders, which brings them to \$1.4 billion—so working very, very closely with them to ensure that risks are identified, that appropriate mitigation strategies are in place, and keeping a watchful eye to ensure that TO2015 is able to deliver the games within their budget. That's the primary oversight responsibility of the secretariat.

As I mentioned in my opening remarks, there is in Ontario a somewhat decentralized model with respect to areas of expertise that already exist in government, and the most critical are transportation and security. Rather than duplicate and replicate those within a single central secretariat, those were left where they were, with responsibility to leverage all of those resources, all of that expertise and experience, so that the planning, both for security and for transportation, is informed by those experts.

The oversight role that P/PAGS plays with respect to those responsibilities is different than the direct oversight role we play with respect to the province's investment in TO2015.

Each of those line ministries has its own responsibility for developing the best advice to government with respect to planning and associated costs. We play a coordinating role in that, but I don't exercise oversight over my colleague deputy of transportation or community safety and correctional services. They're separately responsible for that.

**Mr. Rod Jackson:** I think I understand. But to clarify, what I think you're saying is that we have a line here, for example, for health that is zero. We know it's not going to be zero; the Ministry of Health is going to fill that number in at some point or another.

**Mr. Steven Davidson:** We show health because there are absolutely responsibilities at the provincial level that are going to be performed by the Ministry of Health to ensure that public safety is protected during the games, and that health care is accessible during the games.

What is shown on here are any incremental costs; that is, costs that are above a ministry's base budget. In order to be fully transparent around the province's investments in the games, we've identified those.

Transportation's planning range right now of \$75 million to \$90 million is the resources that they are projecting to require above their budget. Health is not currently projecting any incremental need. They are exploring every way that they can deliver their responsibilities from within their base budget.

I'd just make the more general comment that this is a massive undertaking that the province is fully deploying across all of government. There's very much an all-of-government approach and direction out to all my colleague deputies to look at ways where we can support and enhance the success of the games. Health is a very particular function, so we've put it on here, but everybody is trying to do what they can to contribute.



**Mr. Rod Jackson:** How much time do I have, Chair?

**The Chair (Mr. Grant Crack):** Ten minutes.

1520

**Mr. Rod Jackson:** All right. I think I'm getting it. Things that happen in transportation are in the transportation budget. The security budget, the health budget and probably a couple of other ones that I'm missing in there—those particular ministries have responsibility for oversight over those things. We have at least three or four different ministries involved in oversight over their own ministry. Who is responsible for the overall coordination and oversight for all those things put together?

**Mr. Steven Davidson:** Let me answer it this way, if I can answer by way of an example: If we also look down this list of provincial investments, there's the \$22 million and \$20 million for legacy, and celebration and promotion activities. That is, as you're aware, a bucket comprising initiatives by a number of ministries. In that case, P/PAGS played a leadership role in pulling together the best ideas from across ministries, and P/PAGS took the lead on going forward to the treasury board with a proposal for a whole-of-government approach to promotion, celebration and legacy. That was a case where P/PAGS played the lead.

With respect to the others, we play an indirect role. Our role is to ensure that as the Ministry of Transportation comes forward with its plan and associated cost or the Ministry of Community Safety and Correctional Services does the same, we, all together, are presenting a coherent face to the treasury board and the cabinet to help them make decisions around the government's investments in the games. Where P/PAGS doesn't have authority and responsibility over transportation and security, we absolutely do have a responsibility to ensure that the government is presented with a coherent set of advice where each part is informing the other. Coming back to the role in coordination, ensuring that information is being shared by one part whose decisions impact on another, is one of the most critical roles that the secretariat plays.

I appreciate the question and I appreciate how awkward it is that I'm not able to say, "Oh, well, P/PAGS is in the lead and in the chair on all of these decisions." It is more distributed, but we try to play an effective coordinating role to ensure that the decision-makers, who are the treasury board and the cabinet, are able to do so in a way where the world makes sense.

**Mr. Rod Jackson:** Yes.

**Mr. Steven Davidson:** Given how many players there are—one of the comments I made at the beginning was just on the multiple partners that are going in, and we're just talking about the provincial level of government. The federal government has a role and municipalities are playing a significant role.

**Mr. Rod Jackson:** Yes. I guess, in terms of providing a coherent message to what's going forward with the budget and with the operations of the games, it falls on the secretariat, although the decisions and responsibilities don't. That would make Minister Chan responsible for a

coherent assessment to cabinet and the public of what is going on with the games and games spending and games organization and operations—a fair assessment?

**Mr. Steven Davidson:** Yes. Minister Chan's confidence to his colleagues in cabinet will be—let's use the example of security. While the minister and the minister's secretariat have no direct involvement in the expert assessment of, say, in this case, a procurement contract, but more broadly, in security planning, my job is to advise the minister, with the help of my colleagues in the line ministries, that due process has been followed and that the right level of competence has been brought to bear in either developing advice or options or making operational decisions so that he can convey that confidence to his colleagues.

**Mr. Rod Jackson:** Okay. You answer to Minister Chan?

**Mr. Steven Davidson:** Yes. Minister Chan is actually the minister responsible for the Pan/Parapan Am Games, but also the Minister of Tourism, Culture and Sport. He's got two hats and so do I.

**Mr. Rod Jackson:** On two counts, yes. I know that my colleague has a couple of questions that she'd like to ask, so I'll pass it on to Gila.

**The Chair (Mr. Grant Crack):** Ms. Martow.

**Mrs. Gila Martow:** What makes me nervous is, I like to know that there's one person in charge, because we've always seen in the newspapers that when things go wrong, which invariably—you know, things don't always go perfectly. I'm not saying—with the Pan Am Games, I think we're all secure that they'll run quite well. Our nervousness is over the rising costs. But who's responsible? If I can just reiterate what my colleague said, ultimately we don't want to hear, "Well, I was only in charge of this, and they were in charge of that." Everybody says somebody else was in charge.

I'm going to bring up something that I think we've all seen at festivals, events: It's always a problem with access to the washrooms. Women always say there's not enough washrooms; disabled people say they couldn't get into the washrooms; the washrooms didn't work. I hope we're planning for that and that we're not saying, "Well, there weren't enough portable washroom trailers available." A lot of times, games and festivals fail because people hear that there aren't enough washrooms and they don't want to go.

Also, people have trouble with getting there from the parking lot, if they park their car, or they wait for trains if there are trains available, but people have to wait five trains, and by then they've missed whatever event it was they were going to because they couldn't get on to the train. So I would like to see a comprehensive plan that we're getting more GO trains and we're getting more subway trains because, personally, when I have to take the subway home on the Yonge line, I could be standing there waiting for a couple of trains before I get on. I can't imagine how it's going to be in terms of public transit. On trains, people are standing, taking the train out to Oakville on the GO train.



Then there was a mention of unsigned internal contracts. I'm wondering if unsigned internal contracts for security, if the \$230 million, which I would like to mention sounds like it's more than the entire Winnipeg Pan Am/para games budget—if the security has to be so high, maybe we can't host these kinds of games. Maybe with the terrorist threats in the world, every big event—like, the G20 is always going to be a target for either terrorism or protestors. There's nothing we can do about it. It's the nature of the world right now. Maybe it's unwise or unrealistic to consider hosting these types of events on the world stage if security costs are going to be just so exorbitant and security is going to be so difficult that people have to have their bags searched, their knapsacks searched, and they miss whatever it was they were going to by the time they get through the security lines.

Thank you.

**Mr. Steven Davidson:** That's quite a few—several questions. I—

**Mrs. Gila Martow:** Well, I wanted to make sure I got all mine in. I can repeat if I need to.

**Mr. Steven Davidson:** I'll just start at the top. In terms of who's on first, what we have been talking about is how we coordinate decision-making and responsibility for the provincial host jurisdiction responsibilities. Remember, TO2015, the games organizing committee, is the entity that was established to put on the games, so they have direct delivery responsibility. They have the games expertise. They are staffed by people who have worked on other games, who really understand the business of putting on a games.

So operational issues such as availability of washrooms, ensuring that those are accessible, that people can find their way around within a venue, is all very much within the set of responsibilities that TO2015 has.

**Mrs. Gila Martow:** And is there one person's name who is ultimately responsible?

**Mr. Steven Davidson:** Yes. You have already heard from Saād Rafi, who is the chief executive officer of TO2015, and the Honourable David Peterson is the chair of the board of TO2015.

So a separate, incorporated, not-for-profit entity receives a transfer from the provincial government of \$500 million, is receiving \$500 million from the federal government, has a target of \$253 million, I believe—no, sorry, \$153 million—of self-generated revenue to be achieved through partnerships and ticket sales and other retail.

So that is TO2015: multiple partners supporting their delivery of the games.

The issue of congestion, though, is one that does—that segues into the areas of provincial responsibility.

1530

The province, if we think of it as almost a wrap-around—we have areas that are within our jurisdiction that could not be devolved out to an organizing committee. Ensuring that a games route network is mapped out and appropriately signed—and the use of high-occupancy vehicle lanes—is not something that could be

mandated by the organizing committee. That falls within the purview of the provincial government.

Just as the security planning being undertaken under the direction of the ISU, the transportation planning is being led by transportation experts at the Ministry of Transportation who are fully seized with the challenge of ensuring that people—games participants, athletes, officials, but also residents, visitors to the province—are able to get around the metropolitan area in a way that allows them to do what they need to do.

**The Chair (Mr. Grant Crack):** Thank you very much. I appreciate it. I provided an extra minute there, so I think I was fair enough.

We'll move to the third party: Ms. Sattler.

**Ms. Peggy Sattler:** I wanted to follow up a little bit about the security budget. I thought I was clear during your responses to Mr. Miller, but then I actually became less clear when you were responding to Ms. Damerla.

I understand that the TO2015 original bid budget included \$113 million for security.

**Mr. Steven Davidson:** That's correct.

**Ms. Peggy Sattler:** But in your response to Mr. Miller's question, you distinguished between security of assets versus public safety, so the additional \$126 million is for public safety, and that is being overseen by MCSCS.

My question is, was the original \$113 million always only directed to securing assets, with no sort of thought to the public safety component of the security budget?

**Mr. Steven Davidson:** In fact, exactly the opposite. I do apologize if I have confused the committee in introducing the asset security responsibility that TO2015 has at the beginning. I did that because I know that they are in the midst of a public procurement exercise, and so I wondered whether that would be of interest.

But let me emphasize that the responsibility of the province is to ensure public safety, the security of people. The security of assets is a much, much smaller undertaking. It is similar to the responsibility, as I've said, of any organizer of a big event that is going to have assets on-site to help deliver the games. So whether it's a band and they've got band equipment or, in this case, a sporting event, they're going to have sporting equipment. All that is, you know, how do they secure those assets overnight when they're not in use?

**Ms. Peggy Sattler:** So this table, then, says that the TO2015's operating budget included the \$113-million security budget, but you're saying that that was actually to be directed toward public safety, not the TO2015 assets?

**Mr. Steven Davidson:** Yes, so the carve-out of \$113 million within the overall \$1.4 billion budget that I've talked about is with respect to public safety. There is additional budget within the \$1.4 billion that will enable TO2015 to deliver its responsibility to secure its own assets.

**Ms. Peggy Sattler:** Okay. So does the total \$239 million, with those two components, cover the RFI for securing the assets, the internal—



**Mr. Steven Davidson:** No, I'm sorry. Let me try again. The \$239 million is public safety, public security, the purview of the integrated security unit. What isn't separately carved out here is the part of TO2015's budget that will enable it to secure its own assets during games time, so that's what they're procuring for now, and that's—I don't have the figure now—in the single digits.

**Ms. Peggy Sattler:** So the \$239 million is just public safety, and then there's an additional component for securing assets that is part of the overall—

**Mr. Steven Davidson:** Yes. It's not additional; it's within the \$1.4 billion.

**Ms. Peggy Sattler:** It's already built into the TO2015 budget.

**Mr. Steven Davidson:** Yes.

**Ms. Peggy Sattler:** Okay.

Mr. Miller, did you want to—

**Mr. Paul Miller:** Thanks. So we can safely say that the budget was at \$113 million, and that was just a rough number they were throwing at the committee at the time to secure the games, for security. We bumped it up. It's gone up \$126 million since then, to \$239 million for security, and now you're saying that the internal asset security that we've been hearing about lately is part of the \$1.46 billion that they already have in place, so there will be no additional cost to the \$239 million.

My question to you and to the commissioner is this: We're at \$239 million. You apparently have a contract with that company that was under question before. They're at \$81 million, I believe the number was. Can you say today that that \$239 million is dead set? The \$239 million is not going to increase closer to the games, after the games or during the games? Is \$239 million the final number? Because you've already said that the other additional asset protection is included in the \$1.4 billion that TO2015 has. There will be no more costs than the \$239 million: Is that what you're telling me?

**Mr. Steven Davidson:** Let me defer to my colleague, but before I do, let me just emphasize that \$113 million for public security is already within the \$1.4-billion budget for TO2015. The incremental required above that is \$126 million, which brings us to the \$239 million that is the projected number right now for the cost of securing the public.

**Mr. Paul Miller:** "Projected number." Okay. My question was—you're not answering my question.

**Mr. Steven Davidson:** No. I'm going to defer to my colleague.

**Mr. Paul Miller:** My question was: Is that all she wrote? Is that the bottom line? Are there going to be any more additional costs for security? You've explained the internal to me; you've explained the external. Is that it? Can the commissioner say that that's where we're at, or are there going to be some more surprises?

**Mr. Brad Blair:** First of all, it's deputy commissioner, but thank you.

**Mr. Paul Miller:** Sorry; deputy commissioner. I gave you a promotion.

**Mr. Brad Blair:** Right now, based on our assessment, \$239 million is the number. There are a couple of drivers. The caveats are that the cost contribution agreements with the municipal police services are yet to be concluded, so that is a consideration. Secondly, it's the threat level. That could change, which could drive cost.

**Mr. Paul Miller:** So you're saying that the contracts with the municipal police departments or their costs have not been included, or they have been included at a level, but they could increase, depending on the usage and the amount of manpower and things. So what you're saying to me is, maybe there could be a caveat. The \$239 million could go up.

**Mr. Brad Blair:** Those are estimates and those are the two considerations, I think, that we put into it.

**Mr. Paul Miller:** Mr. Davidson, could you explain, with all due respect to the deputy commissioner: Why did you invite him today if we can't discuss internal security problems or potential—I think we've dabbled a little in it, and I'm glad he's here, but why was he invited today to sit with you?

**Mr. Steven Davidson:** Let me be very clear: The deputy commissioner is here at my invitation. The reason that I invited him was not to in any way breach the standing orders and the bounds of jurisdiction of this committee, but I did feel that the deputy commissioner could be helpful in helping me to explain the secretariat's role in coordinating the responsibilities of other accountable, responsible ministries. That was it.

**Mr. Paul Miller:** What I'm concerned about is, I had people from the procurement group here for questioning a couple of weeks ago—and this is procurement; this is contracts, finances, everything. They said that they didn't have anybody sitting on the Parapan 2015 committee; they didn't have anyone reporting back to them what transpired in that.

I found that highly irregular, because if I was running a games of this magnitude, I'm assuming that I would want the police there, I'd want the minister or deputy minister there, I would want the procurement people there, I would want any athletic people to represent the athletes, the village that's being built, the construction people. Why are these committees operating independently of each other and why is there no coordination between the ministry, the police and the committees? Why aren't they all sitting together? Because if the left hand doesn't know what the right hand is doing—and I've seen a lot of that in the last few weeks, or at least they claim they don't know what's going on—I really don't understand how you can run something this big with, as was mentioned earlier, "Well, I don't handle that," or, "Oh, no. We're not involved in that." I've been getting a lot of that. It's really scary, because everyone should have a handle on this when you're operating at that level.

1540

Can you explain to me why you don't have representatives on that committee, or if you do, and why the police aren't on that committee, and why I'm getting bits and pieces? I don't get that.



**Mr. Steven Davidson:** Let me be clear: The security budget oversight committee that the deputy commissioner referenced earlier does have representation from the Pan/Parapan Am Games secretariat, finance and MCSCS. So there is an oversight around the budget of security with representation from across. I'll let my colleague speak to the broad representation within the integrated security unit itself, because that is a forum for all the partners.

**Mr. Paul Miller:** When he does answer that, I've got one little item I'd like you to answer, too, while you're answering that. Who has the authority to deny or alter any Pan/Parapan Games security plan due to high cost or any other reason?

**The Chair (Mr. Grant Crack):** Apologies, Mr. Miller. Over time—thank you very much.

**Mr. Paul Miller:** I'm on overtime?

**The Chair (Mr. Grant Crack):** Fifteen seconds over. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair. Deputy, I'd like to pick up where Ms. Sattler left off on the issue of which costs fall under where. So bear with me, because I hope that, once we go through this a second time, it will be all very clear.

Toronto 2015 recently—I think back in March—issued an RFI for security. Is that part of the \$239 million? I'm guessing the answer is no.

**Mr. Steven Davidson:** No.

**Ms. Dipika Damerla:** Okay. So I've got that right. So it's not part of the \$239 million. So what is it part of?

**Mr. Steven Davidson:** That is for them to procure private security services to fulfill their responsibility to protect their assets during the games.

**Ms. Dipika Damerla:** So it's part of the \$1.4 billion.

**Mr. Steven Davidson:** It is part of their \$1.4-billion overall budget.

**Ms. Dipika Damerla:** So it's already accounted for.

**Mr. Steven Davidson:** It's already accountable. It's not incremental. It's not new.

**Ms. Dipika Damerla:** It does not affect the \$239 million. Thank you very much.

I also heard Mr. Miller ask a few times if we could crystallize and say that “\$239 million is the most we are going to go.” I just wanted to ask, in terms of being responsible for security, if we as a government were to say, “Well, that's it. We're going to be fiscally so accurate that we're never going to go over \$239 million,” and meanwhile the risk environment has changed, what would the fallout be?

**Mr. Steven Davidson:** I'll defer to my colleague.

**Mr. Brad Blair:** Let me clarify that. The responsibility for providing the security to these games rests within the policing environment, within the ISU, led by the Ontario Provincial Police. That's within our purview, and it's our responsibility. So any of the costs associated with that are costs that we have to justify, and we're more than willing to do so and coming forth on an ongoing basis to have these conversations.

As I said earlier, there were a number of drivers that may change these costs. There were a number of drivers that may reduce these costs, in terms of our planning principles. Our peer review is ongoing. We expect to be coming back to the technical briefings, providing updates on an ongoing basis up until the time of the games.

**Ms. Dipika Damerla:** I heard Mr. Miller press for, “Can we crystallize this at \$239 million?” But in the past I've heard Mr. Jackson say that \$239 million was not enough. Meanwhile, I heard Ms. Martow today suggest that we're spending too much on security. So I'm hearing so many different things from my friends on the opposite side of the House. Perhaps you could just clarify for me one more time: How do we decide what the right number is for these games?

**Mr. Brad Blair:** We have very comprehensive planning principles that have been put in place. We have all of our partner agencies, with their planning experts. We do peer review. For example, for each venue, we would create a security plan. That would go through a process where the peer review is done by everybody, and, at the end of the day, we would agree to say, “Yes, these are the planning principles that we agree to in terms of the security level based on what we know.” Those are refreshed on an ongoing basis, so there are always opportunities to change the security plan. It's very much a living document in terms of the environment that we exist in. Those costs are reflective of the planning that has gone into this, which is very comprehensive, and we'll continue to do so. Again, as I say, at the end of the day, that falls upon us. It's our responsibility operationally.

**Ms. Dipika Damerla:** Thank you. Deputy, I also heard Ms. Martow say that the security budget for the Winnipeg games was much lower. Perhaps you could give me some idea as to why it was lower.

**Mr. Steven Davidson:** I have no direct—

**Mrs. Gila Martow:** The whole cost.

**Ms. Dipika Damerla:** Sorry, the whole cost of the Winnipeg games was less than our security budget.

**Mrs. Gila Martow:** Right.

**Mr. Steven Davidson:** The scope and scale of the Winnipeg games itself were much, much smaller than Toronto.

The 2015 Pan/Parapan Am Games has a really large geographic footprint. I think it's about 10,000 square kilometres, spanning about 15 or 16 municipalities, from Minden, Caledon, Hamilton, Welland and Toronto out to Ajax and Oshawa, so it is logistically a very, very complicated undertaking.

That decision was made right at the start. I was not involved in this file at that time, but certainly my understanding is that there was a direct intent to expand the benefit and opportunities for participation in the games as broadly as possible.

As we have seen—and now I can speak from the perspective of my personal experience as deputy of the secretariat—that does add significantly to the complexity in terms of delivery of the games. Whether it's transpor-



tation planning or whether it is security planning, these are a large, complex games, so I would draw a contrast to the Winnipeg games just in that general way.

**Ms. Dipika Damerla:** So, essentially, it's apples and oranges, and you can't compare the two because the scale is different, the geographic footprint is different, and I'm going to guess there has been some inflation as well since the last games.

**Mr. Steven Davidson:** I can't speak to the specifics of the differences—

**Ms. Dipika Damerla:** The drivers.

**Mr. Steven Davidson:** —in security drivers. My colleague could, if you wished, perhaps.

**Mr. Brad Blair:** The context is 1999. Secondly, it's Winnipeg, and the scale of the games—these games are significantly larger, in doing the comparison. Those games are somewhat smaller than what we are going to experience in 2015 here.

**Ms. Dipika Damerla:** What I've heard today is that some members think we should freeze the security cost, some are saying it's too much, and others are saying it's too little. So I think it's best to leave it to the experts, and the politicians should stay out of what the figure should be. That's my take-away. Thank you so much.

I do have a question for the Chair, though.

**The Chair (Mr. Grant Crack):** Your time is up. I'm just kidding.

**Ms. Dipika Damerla:** Chair, there has been a lot of confusion today about the use of MCSCS documents, witnesses etc. in this committee. As I have tried to ask questions myself—while my colleague on the other side was able to ask questions on that issue—I could not provide clarity to those questions, as a member of government myself, with questions of my own. Could we get the Clerk to please clarify on record, for the committee members, why the Ministry of Community Safety and Correctional Services cannot be heard at this committee?

I have a follow-up question as well, just to make sure I get it in. The official opposition requested that we hear from someone from the security branch from the MCSCS, but how would that be possible if this committee does not, by virtue of the standing orders and direction from the House—how can this be so—

**Mr. Paul Miller:** Chair, a point of order.

**The Chair (Mr. Grant Crack):** Thank you. A point of order from Mr. Miller.

**Ms. Dipika Damerla:** Can I not finish?

**Mr. Paul Miller:** Listen, that information was already put out. The Clerk's office already told us their concerns. We have challenged that decision—obviously, by today's participants—and they are working that out as we speak. So they cannot ask for a decision from the Clerk's office on what ministries can be involved, and what can't be, while we are discussing the procedure and whether this falls within the criteria and the direction that you, as the Chair, and this committee would like to take. They're asking for something that hasn't even been decided upon, so we can't possibly deal with that.

I don't know where they are going with this, but until you have a decision, Mr. Chair, you cannot release information to suit that particular party.

**The Chair (Mr. Grant Crack):** Thank you for your point of order.

Ms. Damerla, you still have two minutes left.

**Ms. Dipika Damerla:** Thank you, Chair. I believe Mr. Miller will have a better understanding of where we are going if he would let me finish. Anyway, I lost my train of thought here.

I just need to know why we couldn't ask the question—if the Clerk could clarify—and also some clarity around, if the Ministry of Community Safety, MCSCS, is not part of this committee's mandate, then how can we bring them forward?

So I'd like answers to both. Thank you.

1550

**The Chair (Mr. Grant Crack):** Okay. I'll respond and I'll repeat what I had indicated earlier.

**Ms. Dipika Damerla:** Sorry, Chair; I wanted the Clerk to clarify.

**The Chair (Mr. Grant Crack):** I think the Clerk is asking me to respond, so I will. It was my responsibility to make a ruling. I did have discussions with the Clerks' office prior to the meeting. As such, having reviewed the mandate of the committee, standing order 111, I came to the conclusion as Chair, which was within my right—as can be challenged, of course—that the committee does not have the authority to review any of the specific operations of a ministry. The standing order has not allowed us to review—and in this particular case, the ISU, the OPP, fall under the mandate of the Ministry of Community Safety and Correctional Services. It's important that we respect the standing orders provided to us by the House, and as such I've ruled on that. Feel free to take the action that's required.

**Ms. Dipika Damerla:** I respect that, but I do feel it was unfair to the government to allow the opposition to ask those questions and not allow us. But I just will leave that.

On the other issue, which was the official—if I could get an answer on part (b) of my question.

**The Chair (Mr. Grant Crack):** Okay. Well, thank you very much. As I had indicated earlier, perhaps, as Chair, I was a little bit too lenient at the start. It is what it is. When I realized where all this was going, I decided that I would use my authority to bring it back into scope. As such, the ruling was made.

**Ms. Dipika Damerla:** My question was around: The official opposition has requested that we hear from someone from the securities branch from MCSCS. How would that be possible if this committee does not have the authority by virtue of the standing orders?

**The Chair (Mr. Grant Crack):** That, I'm not aware of at this particular point. The time is up, so we'll move to Mr. Jackson.

**Mr. Rod Jackson:** Thank you. I would be pleased to hear from somebody from the secretariat who has been



seconded from the MCSCS, if it's prudent. We can make that determination at a later date.

**Mr. Steven Davidson:** But they would be speaking as an employee of the secretariat, not as an employee of MCSCS.

**Mr. Rod Jackson:** And it may not be prudent if their work with the secretariat doesn't have anything to do with security anyway. In which case, we would not be interested in talking to them, probably, unless their responsibilities are related in some way. I just wanted to clarify that, Chair. To clarify a further mischaracterization: In the past, I was very concerned that \$113 million was not a realistic number, and that it wasn't enough—not so much that I wanted it to be more, but I just didn't think it was realistic. I was pretty sure it was going to come out to be more. My concern was: What was that number going to be? That was borne out when the number increased to \$239 million. So my concern was borne out and it has come to fruition. That's the real characterization of those comments going back in the past, to clarify for the record. Thank you, Chair.

Deputy Minister, can you give me an idea of what ministries are represented on the board? I know you may miss a couple, but just give us a flavour of what ministries people have been seconded from to join the secretariat.

**Mr. Steven Davidson:** I can't give you a comprehensive list, and in fact—

**Mr. Rod Jackson:** You know what? Fair enough. If you can undertake to supply that list to the committee, that would be good enough.

**Mr. Steven Davidson:** I would say that, from my perspective, and the reason that I can't answer you from the top of my knowledge, is that when somebody is appointed to a position, whether they're appointed to it as their permanent home position or as a seconded employee, that is their position. So what's more relevant to me and to the organization is: What experience do they bring from whence they came, not what is their home position, because some people can be on a secondment for many years of their career.

**Mr. Rod Jackson:** Understood.

Have any new roles been created as the games have progressed closer to game time? Are you moving and adding different people with different skill sets as we come closer? Is that part of the plan?

**Mr. Steven Davidson:** In terms of the staffing complement of the secretariat?

**Mr. Rod Jackson:** Yes.

**Mr. Steven Davidson:** There's a certain amount of coming and going. This is a multi-year project. Some who joined at the beginning are moving on to other opportunities—

**Mr. Rod Jackson:** Natural attrition and change.

**Mr. Steven Davidson:** —so there's a certain level of natural attrition. Are we skilling up differently? What I will say is, I have asked—I think you're familiar with the rough organizational structure of the secretariat. There are three divisions, each headed by an assistant deputy

minister. What I've asked each of the ADMs to do is to look at: As the organizing committee and as we as the host jurisdiction move from a couple of years of strategic planning into real, on-the-ground operational planning and delivery where we need to be able to move quickly as the pace escalates, are there any adjustments or changes that each of them sees in their divisional set of responsibilities? Is there any change in the talent and expertise and skill and experience that they need within their division? A little bit of continuous improvement kind of approach—but we are at a pretty critical juncture right now of shifting gears into lead-up for delivery, so I've tasked each of them with doing that and to come back to me very, very quickly with a sense of what their needs are now, up to games time.

Don't forget: Post-games, there will be some accounting, reporting, auditing, all of that kind of typical games activities. What will we need after that? So that's how we're looking at our staffing and resource needs right now.

**Mr. Rod Jackson:** That actually leads into my next question, and you partially answered it. How long do you suspect the secretariat will remain in place after the games are finished? Will they be overseeing certain of the legacy projects? If they do continue into the après-games area, for how long and in what role?

**Mr. Steven Davidson:** It's difficult for me to talk in terms of the life of the secretariat. Originally, the responsibility for government support of games delivery was within the Ministry of Health Promotion and Sport. Then, when that ministry was dispersed across health and tourism, culture and sport, and then part was carved out into its own stand-alone secretariat—that's the model we have right now, but that's ultimately a political choice made by the Premier in terms of how her cabinet will be structured. That's the organizational model we have right now.

What I can speak to is the functions and responsibilities that are going to continue. Absolutely, post-games, there will be a wind-down happening at the organizing committee, some responsibilities that the provincial government will have with respect to that. There will be an audit responsibility and many other administrative responsibilities. Disposal of assets—there may be a role for the province to have. So whether it continues as a stand-alone secretariat is not really my authority to speak to, but there will absolutely be post-games responsibilities.

**Mr. Rod Jackson:** Okay. How much time, Chair?

**The Chair (Mr. Grant Crack):** Three minutes, 35 seconds.

**Mr. Rod Jackson:** I just have one question I want to leave you with, then. It's actually the last question the NDP asked but didn't get under the wire, but I want to hear the answer to it, too. Who has power to veto any decision for the security and transportation for any reason?

**Mr. Steven Davidson:** I will defer that to my colleague.

**Mr. Brad Blair:** In terms of the security, as we said, we described the ISU as a joint group of people that are



involved in the planning. So any decisions around the security budget and the operational planning eventually come to me, to a certain extent, if they can't resolve it at that integrated security unit level.

**Mr. Rod Jackson:** And for transportation?

**Mr. Steven Davidson:** For transportation, the strategic transportation framework is the piece of planning that we have right now. That is approved by the Ministry of Transportation, but I would say, the financials associated with delivery of the plan remain the government. So the treasury board will approve expenditures against that responsibility, but the plan itself, the strategic framework, is the responsibility of the experts within MTO right now, turning that into on-the-ground local delivery plans, which are being worked out in collaboration with municipalities.

**Mr. Rod Jackson:** Thank you.

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**Mrs. Gila Martow:** I already got a little nervous when the deputy minister said that he wasn't involved initially when the decision was to involve so many municipalities. I think it is a nice thing to involve all those municipalities. Obviously, I live in York region, so that's out of the Toronto core area. It's nice to involve Markham and Hamilton. But I'm wondering who was responsible for making that decision to involve all of the municipalities. Did they consider the added security costs?

I want to mention one more thing while I have time. We're calling for 20,000 volunteers. Are we also calling for perhaps some of the security personnel and the first responders who normally earn overtime, extra pay, to say, "You know what? We will volunteer some of those hours that we're going to have to work overtime, just like everybody else is volunteering." I don't think that we should have a system where the average Joe Schmo is supposed to volunteer their time for free in exchange for a t-shirt and a bottle of water, and in the meantime our first responders and our security personnel in the province can't volunteer some hours as well.

The main question is, who made that decision to involve all these municipalities?

**Mr. Steven Davidson:** The initial decision-making around the construction of the provincial bid was made by the province and the bid organizing committee, which was called BidCo at the time. As I've said, I wasn't personally involved, so I actually don't know what the decision-making mechanics were as to who would have had final authority on that determination. But that was a fundamental planning decision made in constructing the provincial bid. That's the best answer I can give you on that today.

In terms of the use of volunteers for functions such as public security, I think I'll defer to my colleague to speak to that. What I would say first, though, is that TO2015, as the organizing committee, is putting on a games. Their call for 20,000 volunteers is for people with non-technical skills to come out and participate and be part of hosting these games.

I'll stop there, and you can talk about security.

**Mr. Brad Blair:** The piece I really want to talk about is the accreditation of the volunteers. They will be accredited like the games athletes, like the private security personnel, so have comfort that the same accreditation process will be applied to everyone who is going to be participating in these games.

In terms of the volunteers, obviously, with private security, they have to be licensed and trained. Our expectation is that with 20,000 volunteers—that's a huge multiplier in terms of our ability to provide security, with them being the eyes and ears and participating, like all the residents of the province of Ontario do on a daily basis, in assisting us with public safety. We look forward to having that interaction and, hopefully, interacting with them in terms of the things that they should be looking for that would key them to interact with a private security member or a police officer to say, "Hey, I don't think that's right, what I just saw there." We look forward to that multiplier.

**Mrs. Gila Martow:** Are police officers being asked to volunteer? That was my main question.

**The Chair (Mr. Grant Crack):** Thank you very much. Your time is up.

**Ms. Peggy Sattler:** Point of order.

**The Chair (Mr. Grant Crack):** Yes, a point of order.

**Ms. Peggy Sattler:** I share Ms. Damerla's comments about the need for clarity around the MCSCS line of questioning, because we heard through the responses today that the TO2015 games operating budget, which you said the standing orders do direct this committee to look at, included the money for public security. I think, since public security is being delivered through MCSCS, that this committee should have the right to ask questions about how that public security is being delivered.

**The Chair (Mr. Grant Crack):** Thank you for your point of order. TO2015 is not a government agency. The government does provide a portion of their funding for them to operate. As such, anything related to that does not fall into the purview of this particular committee.

**Ms. Peggy Sattler:** So the P/PAGS group is the only thing—we're not allowed to ask questions about TO2015 and their mandate and operating budget?

**The Chair (Mr. Grant Crack):** I understand that there have been questions asked in the past and there will continue to be, but when it comes to security issues that fall under the purview of the Ministry of Community Safety and Correctional Services, those do not.

**Mr. Paul Miller:** Point of order.

**The Chair (Mr. Grant Crack):** Mr. Miller, point of order.

**Mr. Paul Miller:** I'm a little confused because this committee had the procurement people here a couple of weeks ago, and procurement means contracts and hiring people to do things, whether it be through—they're obviously connected to 2015 because we're using public money and tax dollars, so I don't understand your ruling when we had procurement people here answering questions two weeks ago, and we have these gentlemen here today—one from the police and one from the ministry.



How can you ask questions of anybody if you're excluding one of the major groups that are involved in the games? It doesn't make sense. What's the difference if I ask a question on this committee or any other committee about the cost of security? I don't know how this committee can be limited when you're having people come to make presentations and you can't you ask them a line of questioning.

This does not fall, in my humble opinion, under 111. This does not. We're challenging that. We're going to continue to challenge that decision because we don't think it is right. We will continue to ask our line of questioning, because we believe the decision that was made by whoever is incorrect. Any decision involving public funds or money should be able to be asked on any committee in this Parliament—any committee—when it comes to money, because it's the taxpayers' dollars that this government is spending on the Pan Am Games.

I can't believe that we'd be excluded—

**Ms. Dipika Damerla:** Chair?

**Mr. Paul Miller:** It's my dime, thank you.

I don't see how we can be excluded from asking questions about taxpayers' dollars from any committee in this building. It's an absolute disgrace that we're excluding important questions that fall under the jurisdiction and the auspices of the Pan Am Games. Even some of the things you're refusing to let me ask fall on the very leaflets you guys have handed out to us. So you can't select and pick what you want to talk about. That's ridiculous. We will continue to go after this; we're not going to let it go.

**Ms. Dipika Damerla:** Chair, point of order.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much.

**Ms. Dipika Damerla:** I'd like clarification from Mr. Miller. When he refers to the "procurement people" in his question, who was he referring to? It's not clear to me.

**Mr. Paul Miller:** There were two people from government procurement—I don't have their names in front of us. They sat in front of you and talked about it, so I don't know how you could forget about it. It was only two weeks ago.

**Ms. Dipika Damerla:** I just wondered who you were talking about.

**Mr. Paul Miller:** I'm sorry, I don't have their names in front of me, but I'll get them for you if you want their names.

**Ms. Dipika Damerla:** No, I wasn't sure of the context—I did not realize you were talking about presenters.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much.

Just let me try to address some of the concerns. Each party has the privilege of choosing the route that they want to in the future, but the mandate of the committee, according to standing order 111, is "That pursuant to standing order 111, the Standing Committee on General Government immediately initiate a study and review of the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat, as it relates to the mandate, management, organization or operations of the Ministry of Tourism, Culture and Sport, with particular emphasis on financial issues, budgets and expenses of the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat, in an effort to determine whether or not the Ministry of Tourism, Culture and Sport effectively exercised their role into the oversight of the 2015 Pan/Parapan American Games."

I've clearly ruled that the Ministry of Community Safety and Correctional Services does not fall under the mandate of this committee, and, as such, that is the way it is.

**Mr. Paul Miller:** Look, with due respect, they gave \$500 million. What do you mean it doesn't fall under this?

**The Chair (Mr. Grant Crack):** I'm not saying—

**Mr. Paul Miller:** With all due respect to you, you just read out the mandate. You're telling me that they should be part of it. Security is a huge part of these games, and we should be able to ask questions of anybody about the costs of security.

There it is right there—\$500 million, TO2015.

**The Chair (Mr. Grant Crack):** And the way the committee is structured, there is another opportunity for another committee that has the authority and the mandate to question the Ministry of Community Safety and Correctional Services to do so.

Under this particular committee—

**Mr. Paul Miller:** With all due respect, this is a stall tactic and it's unacceptable.

**The Chair (Mr. Grant Crack):** Thank you for your comments. Any further discussion?

*Interjection.*

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Davidson and Deputy Commissioner Blair, for coming before us, and I thank everyone for their participation this afternoon. This meeting is adjourned.

*The committee adjourned at 1610.*









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Second Session, 40<sup>th</sup> Parliament

# Official Report of Debates (Hansard)

Wednesday 9 April 2014

**Standing Committee on  
General Government**

Pan/Parapan American  
Games review

## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Journal des débats (Hansard)

Mercredi 9 avril 2014

**Comité permanent des  
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## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Wednesday 9 April 2014

Mercredi 9 avril 2014

*The committee met at 1604 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEW

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order. I'd like to welcome all members of the committee, from the three parties. We're here again this afternoon to review the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat.

MINISTRY OF TOURISM,  
CULTURE AND SPORT

**The Chair (Mr. Grant Crack):** This afternoon we have one witness before us. As always, according to the motion passed by this committee, we will have a first round of 25-minute rotation, followed by a 10-minute round of rotation. As the witness was requested by the official opposition, we will be starting with the official opposition, then the NDP and then the government.

This afternoon, we have with us, from the Ministry of Tourism, Culture and Sport, Mr. Hersh Perlis, senior adviser to the 2015 Pan/Parapan American Games in the minister's office. Welcome, sir. You have five minutes for a presentation, followed by the line of questioning and comments.

**Mr. Hersh Perlis:** Thank you, Chair. Good afternoon. My name is Hersh Perlis. I am the senior adviser to Minister Michael Chan on the 2015 Pan/Parapan American Games. I want to start off by expressing my appreciation to the opposition party for agreeing to this last-minute substitution. As was explained yesterday, due to a medical issue, Christine could not join us here today. Thank you, Mr. Jackson.

I assumed my role as senior adviser to Minister Michael Chan on March 11, 2013. I will do my best to answer the committee's questions and to clarify issues to the best of my knowledge based on my time in this role. I note that I have provided to the Clerk copies of three documents for distribution, which I believe have been distributed a number of times but nonetheless may be useful if financial or jurisdictional questions arise this afternoon.

As a quick reminder, I would like to take a minute to review the various partners involved in the 2015 Pan and

Parapan Am Games. The main organizer for the games is the Toronto 2015 Organizing Committee or TO2015. The organizing committee reports to its board of directors, which consists of four members appointed by the Canadian Olympic Committee, three members each appointed by the provincial government and the federal government, and one member each from the city of Toronto and the Canadian Paralympic Committee.

TO2015's main responsibilities are to organize, plan, promote, finance, stage and conduct the games. This includes the sporting events and the ceremonies. To perform these duties, the organizing committee was given a \$1.441-billion funding envelope, including operations and capital budgets. This \$1.441-billion budget includes \$500 million from the province of Ontario, \$500 million from the federal government, \$288 from various municipalities and universities and \$153 million in self-created revenue.

I would point out that the organizing committee and federal government brought Infrastructure Ontario on board to oversee their main capital builds, which has led to tens of millions in savings. These savings have been updated in our recent technical briefing, with our forecasted TO2015 budget reduced by \$49 million to \$1.392 billion.

Those are the responsibilities of TO2015. The province, as the host jurisdiction, is responsible for:

- oversight for the provincial \$500-million contribution to TO2015's budget;

- funding and oversight of the athletes' village project, which was first announced in 2009 and restated in our government's most recent budget document;

- investments in provincial priority capital, including, in Mr. Miller's home town of Hamilton—he's not here today—the new Tim Hortons Ti-Cat stadium;

- creating and investing in Ontario's promotion, celebration and legacy strategy;

- negotiating agreements with municipalities for delivery of municipal services; and

- planning and coordinating provincial services, which include transportation, security, health and emergency management.

These host jurisdictional responsibilities are common in multi-sport games throughout the world.

The document I have provided outlines the cost associated with each of these host jurisdictional responsibilities. This chart has been provided in each of our



previous technical briefings and will continue to be updated quarterly. This commitment is in line with hosting the most open and transparent multi-sports games ever, one that the province takes great pride in.

I would also like to take this opportunity to remind the committee that, while the minister oversees all the host jurisdictional responsibility, clearly when it comes to specific areas—for example on security, MCSCS and the OPP would be the lead ministries.

Once again, thank you for the invitation to appear before the committee. I am happy to take any questions you may have and answer them to the best of my ability.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Perlis. We will move to Mr. Jackson, from the opposition.

**Mr. Rod Jackson:** Thank you very much for coming on, I imagine, short notice for yourself as well. It goes both ways; I understand that. I understand that things happen sometimes, and that's just the way it goes. No worries there. Again, thank you for showing up today.

I'd like you to start off by maybe giving us a little more in-depth idea of your role as a senior adviser. Who exactly do you advise? On what? How often? Do you brief the Premier? Can you give me an example, an encompassing idea of what your responsibilities are? I want to get an idea of the chain of communications there.

**Mr. Hersh Perlis:** I am a senior adviser to the minister, Minister Michael Chan. In that role, I am basically his eyes and ears on the file. I would work very closely with the deputy minister's office and all the ADMs who have appeared here as well, as well as liaising with people on the organizing committee, the federal government and all the various stakeholders and partners.

1610

In terms of briefing the minister, as everyone knows around the table, this is a very complex file. We are constantly in contact with the minister all the time, every day. Unfortunately, it takes up a lot of time. It's lots of face-to-face meetings, on the phone, whatever the issue is, whether we need meetings with external stakeholders and all that. There's no set "You get 10 minutes a day" or anything like that. It's a very open-door process.

You asked about briefing the Premier. The Premier has her own office, so she would have, I guess, people in her office who would brief her on a more constant basis. But when the minister does go in to have conversations, sometimes he'll bring in staff and so I'll also go there.

**Mr. Rod Jackson:** Okay. Part of what I think has been a challenge for just about everybody, including the media and maybe even for you guys, is trying to figure out what the lines of communication really are, generally speaking. I think it's probably the biggest challenge in a complicated games structure like this, and probably is for any games.

Something I struggle with a little bit—and you mentioned it yourself—is that there are different ministries responsible for different elements of the games. It's my understanding and you used the—I can never get this right. The MCSCS?

**Mr. Hersh Perlis:** MCSCS.

**Mr. Rod Jackson:** —MCSCS as an example. The Ministry of Transportation might be another example, responsible for transportation. I think, at the end of the day, it's probably fair to say that it belies your ministry and Minister Chan's ministry to be the spokesperson responsible for the games and all goings-on therein.

Can you explain to me how that chain of communication happens? Security and transportation are two of the biggest elements and two of the biggest costs associated with these games, yet it's very difficult for us to get detailed answers from your ministry because you're not responsible for it. I would think that it would be something that you should have a fairly in-depth knowledge of. Can you explain to me what the relationships are between you, specifically, and the other ministries? We know that there are several other ministries outside of transportation and security. How do you manage that and what is your relationship there?

**Mr. Hersh Perlis:** As you pointed out, it's not just the two ministries. The Pan Am Games are definitely a government-wide priority and so almost every single ministry is involved somehow, whether it be promoting the games or some of those different legacy projects. As you pointed out, MCSCS and MTO are probably the two most important ministries outside of MTCS that we deal with.

The minister is the minister of the Pan Am Games and he is responsible for everything, but when it comes to expertise, you always have to rely on the experts. Obviously, when it comes to security, we rely heavily on the OPP and the MCSCS. What that means is, when it comes to planning for those files, they take the lead and work closely with the minister to keep him in the loop, but when you get into the specific details of it, they're the experts. They live and breathe security and so they would be expected to answer all the details. The minister would have an overview of everything that's happening. He would certainly have a say. He's briefed every time something changes, but you have to rely on the experts to plan the games.

The same thing would go for transportation. We released the transportation strategic framework on March 14. It's a 400-page document. Did the minister write the 400 pages? Did he have influence over every single aspect? No, but he would certainly be very well briefed on the big issues. He would have a say on it before it went public. That being said, the ministry at MTO and the minister would be the ones headlining that. If you're going for approval to cabinet or to treasury board or whatnot, the minister would be sitting there, but so would the other members and they would be presenting.

**Mr. Rod Jackson:** Okay. Who would you say has the overall responsibility for the games? You mentioned earlier in your comments that Minister Chan is responsible for everything Pan Am. Where does the buck stop? With projects like this, certainly in the private sector, the buck stops at somebody. In this case, we haven't really been able to determine where that buck stops.



**Mr. Hersh Perlis:** It's a very complex games. I wouldn't say I ever said that everything Pan Am is the minister. I would say that for all Ontario tax-funded programs, the buck stops with the minister. Again, he can't answer for security, but he certainly is apprised of it, and he will answer what he can. But if you're looking for specifics, it would go to security.

He takes full responsibility over Ontario taxpayer dollars, but the fact is that there are other partners in it. There is the federal government, who is putting in \$500 million. There are 15 municipalities and several universities who are putting in \$288 million. Then there's obviously the COC, who has the most seats on the board.

There are a lot of different partners, but I don't think the minister would ever say that. He answers for what he's responsible for, and that would be all Ontario host jurisdictional responsibilities.

**Mr. Rod Jackson:** Help me understand the relationship between the federal government—I understand it's \$500 million and most of that was for infrastructure and capital builds. Was that federal \$500 million—I'm not making a statement; I'm asking a question, just to be clear for the government side here. That \$500 million: Was the majority of that money put and delivered through procurements done by Infrastructure Ontario? In other words, did that \$500 million go to Infrastructure Ontario for deployment?

**Mr. Hersh Perlis:** I don't want to comment to say that—I'm not sure where you're trying to go. Are you trying to say did it flow through the organizing committee, or did it flow through Infrastructure Ontario?

**Mr. Rod Jackson:** I'm just trying to find out—

**Mr. Hersh Perlis:** I'm not sure exactly how the money flowed, but Infrastructure Ontario is responsible for the largest projects when it comes to the Pan Am Games. The way the funding works for the federal government, with some exceptions, is that they would put up 60% of the capital, and the municipality and the university puts up 40%. So depending on what the project is, I'm not sure how the money flows, but that's essentially where it is and where the vast majority of the federal money goes. They are responsible for other aspects of it, but that's—if you're talking about capital projects, it's basically a 60-40 breakdown. But capital flow—I wouldn't be the right person to answer that.

**Mr. Rod Jackson:** Okay. I'm going backwards a little bit in our conversation. How often would you say you are briefed by the other partner ministries? You mentioned earlier almost all ministries are involved in some way or another. Certainly that's not totally—I mean, I'm not calling you a liar; I'm just saying certainly there are some that probably wouldn't be.

I'm asking you two questions: How many ministries are involved in the delivery of the games, and how often are you briefed by them or briefing them?

**Mr. Hersh Perlis:** In terms of how many ministries, I'm really not lying when I say it would probably be very difficult to find a ministry that's not involved or will not be involved with the Pan Am Games. For instance, ob-

viously, aboriginal affairs plays a very big part in it, because we have a number of aboriginal partners of the games. Whether it's at energy—and we're looking at ways to maybe put on energy bills a stamp that says "Pan Am Games." We're really working with so many different partners, whether it's at MAG—I don't want to give away all the secrets, but maybe we'll be putting flyers or whatnot in courthouses and stuff like that. So to put a number on how many ministries were involved with it, it really is—P/PAGS was created to be the coordinating entity for all of the government. I wouldn't want to say any ministries aren't involved. I'm sure there are some, but it really is a government-wide priority, and everyone's getting involved. For the vast majority, it's not going to be costing money. So almost every ministry is involved.

In terms of the key partners—the MTO, the MCSCS—how often am I briefed? It depends on what issue we're talking about. Before March 14, when the strategic framework was coming out, there were a lot more briefings. With MCSCS, we had nothing to do with the RFP, but once the RFP was complete, they came in and briefed us on the process and we had some questions. Then they came back and came back. It was kind of a relationship like that.

Myself, it depends on what is coming. It's a very complex file, so it depends on the week, on the month of what's happening. But there is certainly lots of flow between us and different members of the staff.

1620

**Mr. Rod Jackson:** In the past, there's been probably some confusion, if not within the Pan Am organization then certainly within the media and the public, about how much the games are really going to cost. Part of that came around because of the confusion about the \$1.4-billion budget and then the realization that there's actually money allocated to the Pan Am Games from different ministry budgets à la the athletes' village or other projects.

So if you have all these ministries out there, specifically MCSCS—I never know how many CSs there are in that—and the Ministry of Transportation, we're talking about significant budgets coming out of these ministries, and we know that probably health has a certain budget attached to it as well. Are there other surprises out there for us? Is there other money being budgeted and put towards the Pan Am Games coming from other ministries' budgets that isn't being shown?

I'm not saying it's being hidden—I don't know—but what I am asking is, is there more money out there that we don't know about that is actually attached to the Pan Am Games that we should know about?

**Mr. Hersh Perlis:** The sheet that everyone has from the technical briefings, which was updated on—March 14, I think, was the last technical briefing: These are the costs of the Pan Am Games. So the top would be the TO2015 budget of the \$1.441 billion, which we forecast to be lower by \$49 million because of certain capital savings, so \$1.392 billion. Then, if you look at the province,



you'll see the \$1.031 billion to \$1.069 billion. Those are the costs of the Pan Am Games as we have it.

Are there other costs? Not that we forecast right now. If there are, we will be totally open and transparent about it and it will go on this sheet.

As I said, it's a priority of the government; the Pan Am Games is a key priority of the government. That means that other ministries, as I've mentioned, are getting involved in the games, and if they are able to find unique ways, such as—I think we're looking at this, as energy, putting stamps on energy bills and stuff like that. If it's not going to cost additional dollars, you're not going to find it here. If they have to go to treasury board and find additional dollars to do something for the Pan Am Games, you're going to find it here.

So if they are going and they are looking for additional dollars, it's on the sheet. If they are able to do it from within budgets that have already been allocated, then that's what it is.

**Mr. Rod Jackson:** I've asked different—and you've been here for this. I've asked different guests, for lack of a better term, about the zero in the health column.

**Mr. Hersh Perlis:** Yes.

**Mr. Rod Jackson:** I've had various answers on it, varying from "I don't know" to "It's up to the Ministry of Health, and that number hasn't been disclosed yet." I don't know. It may not be anything—in other words, it may be insignificant—but it may be significant. I don't know. Help me with that.

**Mr. Hersh Perlis:** My understanding—and I would get someone from health in here to give the best information. My understanding is that something like health would be something where they're finding money within to do certain things, but for the most part they are not doing above and beyond.

So it kind of goes back to our municipal service agreements. Let's say there's a TTC bus that runs every day. If they're not adding new TTC buses, we're not going to pay for new TTC buses. If they could fit 30 people where normally there's only 20 people, and now we can add an additional 10, we're not going to offer to pay for those additional 10. But if there's above-and-beyond costs, that's what the province would be responsible for.

My understanding is, that's the same with health or with anything else. If there's above-and-beyond costs, you would find it here. If there are costs that are just regular costs that wouldn't be included, then you would find it there. So I'm not sure what health costs there would be, but my understanding is there's nothing above and beyond what they would have already budgeted for.

Obviously, in terms of athletes and stuff like that, my assumption would be they are responsible for their own insurance. They wouldn't get publicly funded Ontario dollars from other countries. So—

**Mr. Rod Jackson:** That kind of leads me to another question. Sorry; how much time do I have, Chair?

**The Chair (Mr. Grant Crack):** Just over nine minutes.

**Mr. Rod Jackson:** Okay. So if the Ministry of Health has, for the sake of argument, let's say, a \$1-billion budget—I know it's significantly more than that, but—

**Mr. Hersh Perlis:** It's \$48 billion.

**Mr. Rod Jackson:** Yes. I'm just trying to keep it in simple terms. If there's a billion dollars there and you're saying that some of that money may be distributed, deployed, for Pan Am Games purposes—even though that money is already in their budget, it is being allocated for something for the Pan Am Games—shouldn't that be included in here and shown? Because it's being taken away to use somewhere else, right? That money for use for the Pan Am Games, even though it's in their budget, has got to be coming from somewhere else within their budget. Shouldn't it be shown?

**Mr. Hersh Perlis:** I don't know how health's budgets work. I assume that it's quite specific where budgets go.

**Mr. Rod Jackson:** Fair enough.

**Mr. Hersh Perlis:** I don't want to say how they're budgeting, but—what's a good example? I think the buses are a perfect example, and also garbage collection. If you're already doing it and it's not an additional cost, then it's not costing anyone any additional money. If there are additional costs to do it, then it will be put onto this list. I don't know the examples of health, unfortunately, because, frankly, it's at zero dollars so it hasn't been a big issue for us, and it seems to be moving along great.

**Mr. Rod Jackson:** I'll be honest with you: The zero concerns me a little bit. The fact that it's there and showing zero just leads me to believe that there's clearly going to be some expenditure there, and I just want to know what that number is going to be. If it's already included in their budget, that's fine; it's not going to increase the cost of the games. But it's still money being allocated to the games and therefore should be—that's just where my concern comes. I understand that you can't speak for the Ministry of Health.

**Mr. Hersh Perlis:** We ask everyone for their numbers, and that's where we get that. Health is saying that there are no additional costs to them, and so that's what we've portrayed here. As I've said, if anything changes, it gets updated quarterly.

**Mr. Rod Jackson:** On that note, though, why is MTCU not included on that list? They have a fairly significant OSAP forgiveness-for-volunteers program that's going to cost a significant amount of money, and I'd be surprised if that was actually included in their numbers at all. We're talking about millions of dollars here, potentially. Why isn't it here? If it is money included by your own definition of how these things are done, even at zero, why are they not included on this list?

**Mr. Hersh Perlis:** That's a good example where they approached us. Again, I have no clue how their budgeting works. They approached us and understood that one of the priorities of the government was the Pan Am Games, and they said, "You know what? We would love to help out." I assume they already have money that isn't being fully used, and so they said they can come out and sup-



port students to get involved with the games. As we all know, it's volunteer week this week—we just announced the volunteerism. I think we're up to 5,500 volunteers who have signed up already, in three days, so very impressive. They approached us and said, "We would love to get behind this, and we can offer OSAP"—I think it's a one-year offer or whatnot. That was a great example of it not costing them any more money—they're not going to the treasury for additional funds—and it's a great way to encourage students from across the province to get engaged with the games.

**Mr. Rod Jackson:** Okay. How am I doing for time?

**The Chair (Mr. Grant Crack):** Over five and a half minutes.

**Mr. Rod Jackson:** Okay. I'm going to shift gears a little bit. There has been some concern—I've asked this question before; you'll be familiar with it—about the lack of French language accessibility, for lack of a better word. That's been something that has raised some warning flags for some people. Not only that, but certainly there have been some issues with people with disabilities as well, and aboriginal people not being included or consulted in a fulsome way.

Can you tell us what is being done to make sure that people from Latin America and French-speaking areas in the Pan-American area and people with disabilities—we're talking about everybody—that it's really, truly going to be an inclusive games? We're seeing some early warning signs that could probably be corrected now if the correct action is taken. What can you tell me that would allay any fears that we're not going to have a completely inclusive games in that respect?

**Mr. Hersh Perlis:** On the French language issue, my understanding is that it came from a letter to the organization from a federal department. I can tell you that my federal colleagues have never contacted me and said they were concerned that there wasn't enough being done for the French language. We're 15 months out. Is everything going to be perfect? No. But that was the first I heard of it, when it was in there.

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I think they probably want to make sure that everything is staying on course. My guess is that was kind of a reminder that it's important to all of us, as it is important to this government. Vancouver seemed to have some issues around that, so I think that was just kind of a reminder, but I don't think there is an issue with that. If there is—again, the federal government has not contacted us and said, "We really have to keep an eye on this." I don't think that is an issue.

Some of the other questions in terms of First Nations, the Hispanic community, accessibility—I would say they're all very different issues. But we call it the people's games. It's a great opportunity. The legacy that is going to be left here for every single community is actually quite amazing.

In terms of accessibility, the government is doing a lot of different things, but I'll just go back to volunteer week because honestly I think the number one legacy of the

games will be the 20,000 volunteers who get trained for these games. Part of that training is going to be an accessibility component. Is that the only thing we're doing? Absolutely not, but if you look at every single legacy piece of these games, you'll find a piece that fits in with a whole bunch of different groups. So the volunteers, they'll soak up a lot of this stuff.

I went to the Vancouver Olympics and, besides going to the gold medal game, which was obviously the highlight of my life besides my two kids and my wife—everyone remembers the blue jerseys on with the volunteers and they were there smiling. We're very proud of these volunteers and they are going to get trained in accessibility. They are going to get trained about the different communities. We're very proud of that.

More on the accessibility: I'm told—I won't guarantee this—if you picked up the athletes' village and put it anywhere in Canada, it would be the most accessible area in all of Canada. That's a great legacy that we are leaving behind. Again, we have more announcements, more celebration, more legacy announcements that we'll do around all these different communities.

But it's a complex games and I don't think you are ever going to keep 100% of everyone happy. Frankly, they keep us sharper. But we're confident in the plans that we have. We love our PCL plan and we think everyone is doing a pretty good job.

**Mr. Rod Jackson:** Okay.

**The Chair (Mr. Grant Crack):** One minute and 34.

**Mr. Rod Jackson:** One minute. Okay. I'm not going to be able to cover any more ground probably in one minute, so I'll cede the minute. Thank you very much for—well, I guess we'll talk in the second round.

**Mr. Hersh Perlis:** Thank you.

**The Chair (Mr. Grant Crack):** Thank you, Mr. Jackson. We'll move to the third party. Ms. Sattler.

**Ms. Peggy Sattler:** Thank you for joining us here today and for taking our questions. Before I get into the other questions I had, I wanted to actually just carry on a line of questioning that was started by Mr. Jackson. I understand and appreciate the transparency of including health in this budget table with zero dollars to indicate that they are involved in funding parts of the games, but it's being captured by their current budget. But why only health? You mentioned that pretty much every ministry is involved in some way, and you talked about TCU in particular. Why don't we see all of the ministries that have zero dollars—that are using their own budget to contribute to the games? Why aren't they listed on this budget table?

**Mr. Hersh Perlis:** I think the answer to that would be that health, in general, because of the size of the games, the 250,000 volunteers and 41 nations coming here, would play a larger role. I think they have planning exercises and whatnot. If there would be a cost, I think it would be more significant if one came about in terms of—as I said, MAG opening up a courthouse and putting brochures in there wouldn't cost them anything. OSAP is



a relatively small amount, which, again, they found totally from within.

I think in terms of health, maybe this is a way that we're saying we are keeping our eye on it. But I couldn't actually tell you. Maybe it's just easier than not throwing every single ministry there and showing zeroes. I don't know.

**Ms. Peggy Sattler:** Yes, it just seems odd that that one ministry was selected to be displayed on this table as a zero, rather than other ministries. But that's something you can take back.

Just talking about your role within the minister's office, do you have other responsibilities, or are you assigned just to the games?

**Mr. Hersh Perlis:** I am just responsible for the 2015 Pan Am Games.

**Ms. Peggy Sattler:** Are there other staffers in the office who are assigned just to the games?

**Mr. Hersh Perlis:** No, I am the only staff just assigned to the games. Then, just like in every other minister's office, there would be communications staff, legislative assistants and whatnot, who would cover all aspects of their portfolio—tourism, culture and sport—but I would be the only one exclusively on the Pan Am Games.

**Ms. Peggy Sattler:** Okay. Who do you report to, then? Is there a chief of staff?

**Mr. Hersh Perlis:** I would report to the chief of staff.

**Ms. Peggy Sattler:** And through the chief of staff to the minister?

**Mr. Hersh Perlis:** I wouldn't say through the chief of staff to the minister; I don't want to make it seem like that. I would report to the chief of staff, but I would say my briefings are directly with the minister.

**Ms. Peggy Sattler:** You mentioned in your earlier description of your role within the minister's office that one of your responsibilities was to liaise with the organizing committee. Can you elaborate on that a bit? What does that involve? Do you attend meetings of TO2015? What form does that liaison take?

**Mr. Hersh Perlis:** In terms of meetings, not very many meetings—not a board meeting or a different committee meeting. Once a week, I would have a phone call—before it was with Peter Donolo; now it's Amir Remtulla—just to update on what's happening within the organizations and make sure that we're all on the same page. Outside of that, it depends on if there needs to be a meeting on a certain topic, but nothing scheduled.

**Ms. Peggy Sattler:** Do you have a specific person at TO2015?

**Mr. Hersh Perlis:** It would be their government relations person.

**Ms. Peggy Sattler:** Okay, so with the government relations person there. Since you began your position in the minister's office in March 2013, has this been pretty much the structure, that you've had these weekly phone calls with TO2015?

**Mr. Hersh Perlis:** Yes. They're supposed to be weekly. Things happen, and sometimes they get pushed off.

But yes, certainly, there is a key contact there, and then, obviously, we would have conversations with many other people. If we wanted to get updated on sponsorship, the head of sponsorship would come in and brief us, and I would have meetings with them. For any detail that we're looking for, we would have meetings with various people within the organization. But on a constant basis, if I had a quick question, I would reach out to their government relations person.

**Ms. Peggy Sattler:** You also said that you liaise with the federal government. Would that be less frequently? Is your main contact with TO2015?

**Mr. Hersh Perlis:** Yes, that would definitely be less frequently.

**Ms. Peggy Sattler:** As needed?

**Mr. Hersh Perlis:** Yes, as needed. There's nothing set up constantly. As needed, we will contact each other. It would be my counterpart in Minister Gosal's office. It's actually a good relationship that we have with our federal counterparts, so it's probably unique within the government.

**Ms. Peggy Sattler:** You liaise with the political staff in the federal minister's office, and there's no liaison on the bureaucratic side?

**Mr. Hersh Perlis:** I don't liaise with the bureaucratic side federally, but certainly P/PAGS and the feds are in constant contact, for sure.

**Ms. Peggy Sattler:** Speaking of P/PAGS, what's your involvement with P/PAGS? Or is it just with TO2015?

**Mr. Hersh Perlis:** No, no, it's definitely much more with the civil service. I'm constantly in touch with the deputy minister's office and all the ADMs who have been here; we have meetings on all the topics that they are covering. They're definitely our point people.

**Ms. Peggy Sattler:** Would you be spending as much time at P/PAGS as you are in the minister's office?

**Mr. Hersh Perlis:** Our offices are kind of right next door to each other.

**Ms. Peggy Sattler:** Okay.

**Mr. Hersh Perlis:** I work in the minister's office, but they're right across the hall.

**Ms. Peggy Sattler:** Right across the hall; okay. Do you expect your role and the kind of liaison activities that you're involved in to change as the games get nearer?

**Mr. Hersh Perlis:** No. This is the role that we play.

**Ms. Peggy Sattler:** You'll just continue to do this liaison, briefing, that kind of thing? Yes. Okay.

Have you or other members of the minister's staff had any interaction with the integrated security unit at MCSCS?

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**Mr. Hersh Perlis:** No. Frankly, the first time I met the deputy commissioner was at the technical briefing, or preparing for the technical briefing. No, we don't interact with the ISU. P/PAGS, I believe, has representation there or attends some of their meetings, but we would not get involved with that. Again, once their plans would be finalized, they'd bring it to us to brief us.



**Ms. Peggy Sattler:** You mentioned that the minister's office was briefed about the MCSCS RFP after the decision had been made. Did a recommendation on the RFP come to the minister's office? You said you asked some questions.

**Mr. Hersh Perlis:** No. A recommendation did not come to us. When we found out about the RFP, I don't even think they mentioned the name of the company. They just mentioned what it entailed, because the RFP went out and then it came back. They basically, at a very high level, told us what the cost would be and what the cost drivers were. Again, I think what they were talking about was best practices learned from London and other situations.

We never heard of the company. Actually, I think Mr. Miller mentioned the company before; I'd never even heard of it. No, it was very much led by the OPP and MCSCS.

**Ms. Peggy Sattler:** So they came to brief the minister's office that the RFP process had been completed and that a vendor had been selected. They didn't mention the name of the vendor, but they talked about—

**Mr. Hersh Perlis:** Not "they." MCSCS did not come to our office and brief us. It would have been P/PAGS, so the ADM. It would have been the deputy and the ADM, Tim Casey, who would have come to us and given us an update.

**Ms. Peggy Sattler:** And the nature of that briefing: Am I correct that they just said, "Here's what was in the RFP. There was a successful vendor and here's the cost"? You said they didn't mention the successful vendor's name?

**Mr. Hersh Perlis:** No, they didn't mention the successful vendor's name. I think they basically told us the cost, then they told us some of the cost drivers that would have been included.

**Ms. Peggy Sattler:** Around the reason that it was \$81 million or whatever.

**Mr. Hersh Perlis:** Right.

**Ms. Peggy Sattler:** Okay. Have you ever worked with any of the other members of TO2015 outside of your current position?

**Mr. Hersh Perlis:** TO2015? No.

**Ms. Peggy Sattler:** Yes, the executives who were on TO2015. So your first experience with those people was after you assumed your current position.

**Mr. Hersh Perlis:** Yes, when I started here, I had met people at TO2015. I didn't know any of them before.

**Ms. Peggy Sattler:** How about the OPP or anybody involved with the ISU? Have you ever had previous interactions or working relationships with—

**Mr. Hersh Perlis:** No. As I said, I met the deputy commissioner. I think it was a week before the technical briefing on March 14. We came in just to do a dry run. That's when I met the deputy commissioner of the OPP. I couldn't tell you anyone else who would be involved in the ISU.

**Ms. Peggy Sattler:** In terms of communicating information back to the minister about the work of these other

organizations like the OPP, the ISU and TO2015, how does that work? Do you have one of these weekly phone meetings where you're briefed, and then you brief the minister on an as-needed basis? Is there a formal structure of briefings?

**Mr. Hersh Perlis:** There's generally not—there are two parts. The formal structure is that if there is a certain thing that we need the civil service to brief the minister on, if it's a more complex issue and stuff like that, then we'll set up a meeting with him and he'll go in and get briefed by the ADMs and the deputy. But generally, on a daily basis, it would be me walking into his office or walking into the House, pulling him out of House duty and just updating him on various issues.

**Ms. Peggy Sattler:** So for the sort of more routine things, you get briefed by P/PAGS and then pass that along to the minister. For the bigger issues, P/PAGS comes and briefs the minister directly?

**Mr. Hersh Perlis:** Yes. For the more complex issues, he would need more of an in-depth briefing and in-depth knowledge of it, and obviously for bigger decisions, if he would have to make bigger decisions, he would get a formal briefing.

**Ms. Peggy Sattler:** Okay. Can you tell us, how frequently does the minister meet with the MCSCS minister to discuss Pan Am Games issues, given that security is a big component of the games?

**Mr. Hersh Perlis:** They obviously meet outside of us when they're in cabinet and caucus and all that.

**Ms. Peggy Sattler:** Yes.

**Mr. Hersh Perlis:** Formally, at different points, when there's bigger decisions, or say we're about to go to treasury board or cabinet, we'll have meetings together, but it wouldn't be on a weekly basis. Again, Minister Meilleur at the time and now Minister Naqvi would be responsible for the security and putting together the proper plan through the OPP—obviously leading ISU. Then they would come to us. We are there to support them, but again the Minister of Tourism, Culture and Sport isn't going to give his input on what he thinks is an appropriate security plan.

**Ms. Peggy Sattler:** So does P/PAGS go to brief those other key ministers, like MCSCS, MTO, infrastructure? The relationship between Minister Chan and the ministers who are in charge of those other ministries—when they have a significant role in the planning and delivery of the games, how are they briefed?

**Mr. Hersh Perlis:** P/PAGS plays the coordinating role for all of government. If we're focused on security, Tim Casey would be our liaison into MCSCS, so he wouldn't have to brief Minister Naqvi on security because it's his ministry and the OPP who are leading the security planning. P/PAGS wouldn't be briefing them. It would be their officials who would then brief Tim Casey.

**Ms. Peggy Sattler:** Okay.

**Mr. Hersh Perlis:** It wouldn't be vice versa. Then they would come and brief us.

Frankly, on transportation, we would have a much more formal, longer briefing with the minister because



that's a plan that—again, we posted a 400-page document online. It's a very complex strategic plan, whereas, frankly, security is probably the province's number one priority when it comes to these games, and the minister isn't going to pretend to be an expert on security. He's going to trust the OPP and, through the OPP, Minister Naqvi. He's not going to need every single detail, so it would be a lot less of a briefing and more of an overview where, again, transportation is a much more in-depth plan that he can get more behind.

**Ms. Peggy Sattler:** So there haven't typically been specific meetings that are organized with Minister Chan and the ministers for these other ministries, say, infrastructure or transportation?

**Mr. Hersh Perlis:** Transportation and security—on a number of occasions, the three ministers have gotten together just to talk about the file, because they are two other main ministries involved in putting on the games in terms of the host jurisdictional responsibilities.

**Ms. Peggy Sattler:** So there have been meetings with the three ministers?

**Mr. Hersh Perlis:** There have been a handful of meetings with those three ministers, just to talk about the file and how to move ahead. But those meetings would be more to make sure everyone is on the same page and not necessarily—again, we're not going into the specifics of the RFP. That has never happened.

**Ms. Peggy Sattler:** And what about the Minister of Infrastructure? Is he—

**Mr. Hersh Perlis:** It's the same minister.

**Ms. Peggy Sattler:** Oh, okay; that's right.

How about the ISU? The minister doesn't meet specifically with the OPP or the ISU?

**Mr. Hersh Perlis:** Never.

**Ms. Peggy Sattler:** They meet with P/PAGS, and then P/PAGS meets with the minister?

**Mr. Hersh Perlis:** Yes. Again, security is kind of a different beast than transportation. We exclusively have to leave security to the experts. So the minister does not really play a role when it comes to how we should be planning for security. That's a priority that we're not going to get involved with. When it comes to transportation, we have had officials from MTO come and brief the minister because it's more appropriate to get into the nuts and bolts of the transportation plan as opposed to the security.

**Ms. Peggy Sattler:** As the senior adviser, do you participate in these meetings when the ministers meet?

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**Mr. Hersh Perlis:** Yes, I have participated in a number of meetings. Again, if he's meeting at a cabinet table, just with the three of them, I'm not going to be there, but when it has been a formal get-together, then yes, I've been at the table.

**Ms. Peggy Sattler:** Are there other staffers involved in these meetings? Are there staffers assigned to the Pan Am Games in the other ministries as well?

**Mr. Hersh Perlis:** In the other ministers' offices?

**Ms. Peggy Sattler:** Yes.

**Mr. Hersh Perlis:** One of their jobs would be the Pan Am Games, but it would be one of, I would assume, a dozen other files that they have. There's definitely no one in another minister's office whose only file is the Pan Am Games. I am that person. Other people in other ministries, I assume, would have 10, 12, 15 other files that they deal with, Pan Am being one of them.

**Ms. Peggy Sattler:** Going back to the security contracts, we've been told that there are actually two security contracts. There's the big one that the OPP and the ISU have already awarded, but then there's the smaller one that TO2015, I think, has issued. You talked about the minister receiving a briefing about the awarding of the external security contract. Has the minister had any involvement or knowledge of the internal security contract? I think it's an RFI.

**Mr. Hersh Perlis:** I don't want to confuse the minister getting briefed on the outcome of the RFP. It was quite limited, the big one. In terms of this other RFI—I believe it was also an RFI—that is being conducted by the organizing committee. It's already coming out of their budget. It's part of their budget. It's not part of the overall security budget. It has already been budgeted for. He has not been briefed on it.

I've been very highly briefed, as much as was told to the committee last time, as much as the Chair allowed. It's not our responsibility. They have put out the RFI and it's part of their budget. Again, it's a very different piece. It's kind of protecting the assets—the medals, the equipment. It's very different than what our RFP was.

**Ms. Peggy Sattler:** Have there been further briefings about the progress of the external security or the public safety security contract that has been awarded? There was just that one briefing about the process?

**Mr. Hersh Perlis:** To the minister or to myself?

**Ms. Peggy Sattler:** Yes, with the minister.

**Mr. Hersh Perlis:** No, it has not been a big topic for us. Again, it is led by the OPP through MCSCS and their minister, and so they're the ones who have been overseeing the process and they're the ones, I believe, who have been answering the questions in the House. Again, especially when it comes to MCSCS and security, it's very much led out of their ministry. It has not been a topic that we've been briefing the minister on, just the current events.

**Ms. Peggy Sattler:** Were any concerns ever expressed by the minister about the rising costs of security, the increase in the security budget?

**Mr. Hersh Perlis:** Yes, it would be the same as everybody else. When you find out that there is an increase that you weren't expecting, you are surprised and you start to ask questions, so that's what would have happened. It would have been like, "Why did these costs escalate?" and then we would have gotten the same answers that the deputy commissioner would have given at the technical briefing.

Frankly, a lot of it had to do with the London Olympics. The RFP was sent out before the London Olympics, and at the London Olympics, frankly, the private secur-



ity, to my understanding, wasn't prepared; they couldn't get enough people and that forced them to hire people from the army, to bring in the army, which was very expensive. They actually, I believe, called in the CSC—I think that's what they're called—to help them out and get them out of the mess.

From lessons learned there, to make sure that we don't run into those processes, is, in my understanding, what drove some of these costs. When we found out the increased number, obviously we started to ask questions and that's what was expressed to us. That would have been the briefing that I'm talking about. It wouldn't have gone into the specifics of the RFP.

**Ms. Peggy Sattler:** That's been the only briefing that the minister has had, except maybe to prepare for question period?

**Mr. Hersh Perlis:** Specifically on that?

**Ms. Peggy Sattler:** Yes.

**Mr. Hersh Perlis:** Yes. Again, it's very much a process that was led out of MCSCS, with the OPP taking control of it. Yes, absolutely.

**Ms. Peggy Sattler:** In your opinion, if the costs for security continue to increase, do you think the minister would be prepared to intervene, to raise concerns?

**Mr. Hersh Perlis:** Unfortunately, you weren't at the technical briefing, but at the technical briefing—it's actually quite nicely laid out. The cost is \$239 million. We went through what the cost drivers are and what the potential future cost drivers are. At this point, I believe every single venue is set. The celebration zones are set. This most recent RFP, the largest one, is, I believe, finished, so the main cost drivers are complete.

What are the cost drivers now? There are municipal service agreements, which are built in there; it could drive it a little up or it could drive it a little down, frankly. Then there are world events.

Are you saying, "Is the minister going to step in if the OPP recommends that you have to increase it by X amount, because God forbid that something happen in world events?" Again, this is people's lives we're talking about. This is a government priority because it's people's lives. It's protecting the visitors. Every single plan that has been in there—which I believe the deputy commissioner said; I'm just working off of the deputy commissioner—they've run through the plans. They've been evaluated by external people. They are fairly confident in these.

To say, "Would the minister step in if the costs rose?": not if it's dealing with people's lives. If it was because people wanted to buy a new set of equipment, yes, absolutely, but that's not what's driving these.

**Ms. Peggy Sattler:** Do you know why the security contracts—the protection of the assets, and then the public safety—were split up between TO2015 and MCSCS?

**Mr. Hersh Perlis:** My understanding is that it's because protecting the people is a host-jurisdictional responsibility of the province, whereas protecting the assets is something that the organizing committee—it's the same thing if you're going to a Raptors game. They're

going to have security guards to protect their basketballs. Obviously at the Stanley Cup, they're going to hire extra security to protect the Stanley Cup.

These security guards are there to protect the medals, or to protect equipment. It's very different than the protection of people, so that's my assumption of why it was split up. It's very much the organizing committee that's responsible for the assets, whereas security of people should be left to the experts, which is the OPP.

**The Chair (Mr. Grant Crack):** Thank you very much. The time is up, so we shall move to the government side. Ms. Damerla.

**Ms. Dipika Damerla:** Once again, thank you, Hersh, for coming here. May I say I've been following your answers—very clear, very lucid. Well done.

I just wanted to ask you very quickly: You've been involved with these games now for about a year, and they're coming along. One of the things that is really different about this set of games compared to previous Pan/Parapan Am Games, or even other international games like the Olympics, is the fact that—two things.

One is the legacy piece. We have been planning the legacy piece from the get-go. It's not "Let's build it, and then we'll worry about how to make it work after the games are done." From the get-go we were saying, "What are we going to do with these legacy pieces after the games are done?"

The second thing that's different is that we have deliberately geographically dispersed the games so that communities across Ontario—as much as is practical, of course—can enjoy the benefits of the games when they take place, as well as the post-game benefits.

Within that context, can you tell me a little bit about the athletes' village and what it will do for the West Don Lands?

**Mr. Hersh Perlis:** The athletes' village, I understand, has won a number of awards for being green, accessible and whatnot. It's pretty amazing when you drive by there. I grew up in Thornhill, so basically a Torontonian; you used to drive down there and you would drive down nothing. There was basically just wasteland. My wife and I biked down there all the time. Now I assume it's going to be a lot busier.

It's pretty fascinating and unbelievable to see what the Pan Am Games have been able to create there. My understanding is that the government has been talking about building there for generations almost, so this was a great opportunity to say, "We are going to revitalize the West Don Lands and make it more than just a quick Distillery District, where people go to eat once in a while."

1700

The athletes' village is just an amazing project. It offers affordable housing. It offers affordable renting—a whole brand new community over there. I think there are 800 units and 100 of them are of affordable ownership. We have the YMCA, which will be a great hub. On top of that, actually, George Brown has their first residences ever, which is pretty unbelievable. It's really an exciting



project. Anyone who has been down there is just amazed to see what's happening over there.

It's also exciting to see what's happening around there. It's not just the athletes' village, which we're very proud of, but if you go there, there's construction everywhere, so people are really taking advantage of this great legacy project and building around it. It's going to be the up-and-coming neighbourhood for a generation.

**Ms. Dipika Damerla:** Thank you so much for clarifying that bit around George Brown being the first residence, because I asked earlier—I can't remember—one of the witnesses if this was the first time ever that a portion of the athletes' village is going to be transformed into a residence for a college, and he couldn't confirm it. But now you've confirmed it.

**Mr. Hersh Perlis:** Sorry, I didn't confirm that.

**Ms. Dipika Damerla:** Okay, all right. That's fine.

**Mr. Hersh Perlis:** I'm confirming that it's George Brown College's first residence.

**Ms. Dipika Damerla:** Okay, not the other way. I got it.

**Mr. Hersh Perlis:** I can't comment if it's the first residence ever—

**Ms. Dipika Damerla:** No, got it. Fair enough. All right.

How about the other venues, the Milton Velodrome, the Pan Am Aquatics Centre, the Hamilton soccer stadium, the Goldring Centre, the Innisfil shooting venue—what was our thinking when we decided to distribute these venues?

**Mr. Hersh Perlis:** My understanding is that Ontario has kind of been lacking in high-performance sports facilities for many years, and so this was a great opportunity to start putting up facilities where people can come to Ontario to train.

I would actually use one of the smaller venues, the Innisfil shooting club. I went there for the announcement with the minister; I think it was about two months ago. This is a shooting club in Innisfil. We met the president of one of the shooting federations, and the smile on his face was unbelievable because—I think he's from Ottawa—literally, shooters in this country, not just Ontario, in this country, have to leave the country because there is no appropriate shooting venue to go to. I think, in Ontario at least, the training venue that they go to is in Illinois. Now, because of the Pan Am Games and the investments that everyone's making—the federal government, the municipal governments and the province—the federation of shooting has a venue in Ontario, in Innisfil, where people from across Canada, not just Ontario, are going to be coming for generations to be shooting here and not in Illinois. It's probably one of the smaller venues but the story there always resonated with me because—I'm not a shooter; I don't know anything about it. But really, every aspect of these games is going to leave a legacy on someone different for a different reason. So that's amazing.

Obviously, Milton is going to have the velodrome, which, again, I believe is the only velodrome in all of

Canada, so we will be able to attract riding from around the country, and probably from the States as well, to come up here and train year-round, indoors, at a venue that is just number one.

I would also say the Scarborough campus, the facility that we're putting there—a number of sporting federations from across the country will be moving their headquarters from wherever they've been, whether it be BC, Quebec, Alberta, to Ontario to move into this facility, which is just going to be spectacular, actually.

There are just so many different legacy pieces to point to when you're talking about a capital campaign that the province is going to benefit from.

I'd also point out that for the three largest capital projects, we've created a legacy fund that is part of TO2015's budget—I believe it's to last at least 20 to 25 years—to help fund these facilities so that they have the appropriate funding to recruit the greatest athletes throughout the country and North America to train at these facilities. It's a really exciting project for so many different people in different parts of the country.

**Ms. Dipika Damerla:** It doesn't hurt that we've been able to attract \$500 million of federal funding to build here in Ontario.

**Mr. Hersh Perlis:** Yes. I often lead with that; I forgot that part. Getting \$500 million from the federal government, especially these days, is an impressive feat. Again, we've had a great relationship with them and we're just proud that we've been able to use their \$500 million to get 40% more from all the various municipalities and universities to build these great facilities.

**Ms. Dipika Damerla:** You mentioned that the president of the shooting club couldn't wipe the smile off his face at the opening of the venue. How about the local mayors? When you go to these various different openings or to see progress, what's their reaction?

**Mr. Hersh Perlis:** We had one session a couple of months ago with all the municipalities, and basically every single one attended; if it wasn't the mayor, it was the second. We went around the table, and we thought there would be some issues because there are always issues, as I was telling Mr. Jackson. Whenever you deal with any communities, there are going to be some issues; you can't do everything perfectly.

This meeting was so unbelievably positive. Everyone went around the room and all the mayors were basically talking about the impact that these games are going to have. I think it was Durham who mentioned that they were having a hotel built there, which was, I think, their first hotel or something like that. It's actually quite amazing. You have public funds going into this to create venues. Then you have the private sector following up to create infrastructure around the venues.

Without exception, every single mayor or councillor who attended this meeting had something positive to say about the games, and we're really excited to start planning more, start planning the celebrations and really get behind it.



It's a great experience for everyone, whether it's Inisfil that's going to have people go there, or Minden that's going to have people who have probably never heard of Minden go up there, have a great time and experience the local atmosphere. It's actually quite incredible.

Frankly, we all hear the negativity around these games, which is actually quite normal around multi-sports games—it's a shame, but it is. But I think as we get closer to the games, these legacies are going to start popping out, these mayors, these other stakeholders are going to start popping out and saying, "You know what? These games are going to be amazing for our community."

We're excited. Every day there's a different story of a good situation happening, so yes, there are so many different legacy projects that we can point to. Again, I'll point to volunteerism because it's volunteer week, but the fact that we had 5,500 volunteers signed up in three days—I can't remember who said it the other day in committee on Monday when they said, "Well, how are you going to get the 20,000?" No one thinks it's going to be a problem to get the 20,000. You're going to get a lot of volunteers because everyone understands that they want to be a part of these games. The experience that they gain from these games they are going to take on the rest of their lives. They'll tell their kids about it. They're going to tell their employers. They are going to be able to use it on resumé. So the legacy is really on every corner of the province, not just in the municipalities that are hosting the games.

**Ms. Dipika Damerla:** Just speaking about the volunteer piece, I know I heard in the House that this is going to be the largest peacetime coming together of volunteers in the history of Ontario—or is it Canada? I can't remember, so help me with that.

**Mr. Hersh Perlis:** I don't actually know what that stat is, but 20,000 volunteers is really impressive. Just to wrap your head around it—I can barely wrap my head around that. Again, I have to go back to Vancouver. Actually, Minister Murray in cabinet once—I remember him talking about Winnipeg, and I think there were orange jerseys in Winnipeg. He also said that the greatest parts about the Winnipeg games were the volunteers. I was in Vancouver, and honestly, the volunteers in the blue shirts—of all ages—all had a smile, they were all very helpful, and you could just tell that they were really enjoying it. Every time I go back to Vancouver—because my wife is from Vancouver—you always meet people with stories of how they volunteered during the games.

**Ms. Dipika Damerla:** That's great. The other thing that is a little unique about these games is just how transparent and open they are. Would you be able to give me a little bit of your perspective on why these games are, for example, more open and transparent than the Vancouver Olympics? We are comparing apples—you know, local jurisdictions.

**Mr. Hersh Perlis:** When it comes to openness and transparency, my understanding is that there has really

never been a games that has gone to the great lengths that we have gone as a government, as an organizing committee, and it's actually quite impressive.

I'll start with the fact that we have put the organizing committee under FIPPA. There have been a number of FOIs that have happened. In my understanding, that's never happened in the history of games, to be able to FOI them. Obviously, they fall on the sunshine list every year, so you see salaries upfront. I don't think Vancouver ever had—I think the CEO's salary once came out publicly. But it is always there every single year on the sunshine list.

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Many of their multi-party agreements are posted on their website. Their expense reporting is now up, so all of their executives post their expenses, I believe it's quarterly—certainly comparable at any time—and their expense policies have been posted online. So that organization is—I can't imagine how you can make it any more open and transparent.

Then, when it comes to the government, again, we've implemented these technical briefings, so basically, quarterly, we're coming out, and if numbers are changing we're going to be posting them. We offer a chance for media to ask us questions all the time. We've been very open as to why the costs are changing, and if we see the possibility of costs changing we try and forecast that. So, for example, security—I know some people made a big issue with the fact, "Oh, my God. Can you guarantee us \$239 million is not going to change?" Well, on March 14, I think it was page 21 that literally said, "The cost drivers that could potentially increase the costs are," and it listed the four cost drivers. To create news is sometimes exciting and, as I said, it's just normal that we get negative before the games approach, but we've been open and transparent about the process and what those cost drivers are, and they could go up and they could go down. I think in that document we only said that they could go up, but they could go down. So the technical briefing we're very proud of.

Obviously, in terms of P/PAGS, they fall under FIPPA and sunshine lists and all of those aspects. Then, frankly, this committee, we've sat here and—I think it's three months running on various committees. I know we've handed over 120,000 documents, and we continuously do that. I think our last was 40,000 documents, and I'm sure in the next little while there will be another batch and another batch. All of my emails have been made public, all of my chief of staff's emails have been made public and the minister's emails have been made public, so I'm not sure—I know for a fact, no other games has ever been close to being this transparent, and we are doing our best because, frankly, that's what the people of Ontario deserve. So we don't deserve a pat on the back for this. This is just—if you're using taxpayer dollars, this is how transparent you should be and, frankly, I'm proud that our government understands that. Hopefully this is going to be the way that all multi-sports games, moving forward, are going to operate, because it makes my life a lot



more difficult and that, but it's the right thing to do; it's taxpayer dollars.

**Ms. Dipika Damerla:** We raised the bar. Thank you so much for that.

Here in this committee, we've often focused on the role of Ontario—and we are the host jurisdiction, no question about that—but at the end of the day this is a multi-government undertaking; it's not just the government of Ontario. Could you just speak to that whole issue of the levels of government that have co-ownership of these games?

**Mr. Hersh Perlis:** I think that's where the confusion, for lack of a better word, happens, when questions rise up that say, "Who is responsible? Does the buck stop with your minister?" When it comes to Ontario taxpayer dollars, 100% our minister answers the questions, but there are a lot of other partners. So when you look at the board, and we've said it a thousand times, the board is comprised of 12 seats, and Ontario has three seats. It's a quarter of the board.

The federal government is putting up \$500 million; they have been fantastic partners, and we've already talked about all the great legacies that they're going to use. Again, they are putting up \$500 million and they've been great partners. They also have three board seats. The city of Toronto has a seat, and they're putting up a good amount of dollars; thankfully we have a great relationship with them. They're coming forward with \$20 million to help celebrate the games, which is fantastic—celebrations are going to be a massive part of these games. Then, of course, the Paralympics have another seat.

So, yes, there is responsibility everywhere, and the organization is a not-for-profit, independent organization that is led by the board and the chairman. We are a key stakeholder just like the federal government, and we're not afraid to answer the questions when they come to us. But there are definitely a lot of partners involved, and they answer to an independent board that makes the vast majority of their decisions. But obviously, we're held accountable and we make sure that they know that they're held accountable to the taxpayers.

**Ms. Dipika Damerla:** I think you've answered most of the questions. Thank you so much.

**Mr. Hersh Perlis:** Thank you.

**The Chair (Mr. Grant Crack):** We'll move over to Mr. Jackson. You have 10 minutes, sir.

**Mr. Rod Jackson:** Thank you. Welcome back for round 2.

**Mr. Hersh Perlis:** Thank you.

**Mr. Rod Jackson:** I just want to try to pick up a little bit on where we left off with language requirements and get a little bit of a better sense about responsibilities here, too. On March 11, the minister was asked about language requirements. At that time, he was unable to say exactly what is being done to meet the official language requirements. In fact, the exact quote is, "I'm in charge of the Pan Am Games," ... noting that he is not informed of all of the 'nitty-gritty' details."

What are those nitty-gritty details? What is it that he knows and doesn't know? To me, this seems like a fairly basic thing. You should be able to answer about official languages, especially when you're dealing with the Pan Am Games. Who is briefing the minister on this stuff? Who runs those meetings?

**Mr. Hersh Perlis:** Again, what are the nitty-gritty details? I think, when the question was posed to him—obviously, he knows that the official languages have to be followed; that is a very important aspect of the games. But I believe that question came when there was some letter sent to the organizing committee—not from the province. I don't even think it was from the minister responsible for the games federally. To expect him to know every single letter that gets set in to the organizing committee, I don't think it's fair. Is that a nitty-gritty detail? You are talking about a letter that was not sent to us—I don't believe it was copied to us; that was just sent to the organizing committee—then ask him to know what the issues are on the language.

He is very comfortable answering any question around the big details. But any CEO of any large corporation—this is a multi-billion-dollar initiative. He knows the vast majority, but to expect him to know every letter that gets sent in to the organizing community, I'm not sure if that's realistic.

**Mr. Rod Jackson:** I actually wasn't asking about that letter at all. You brought the letter up. He was asked about what is being done to meet the official language requirements. That was with no reference to any letter.

It's a fairly basic question, and I wouldn't consider it a nitty-gritty detail. In fact, I consider it a fairly important detail, considering there are going to be people coming from many different countries, speaking several different languages at least: Spanish, Portuguese, French, English, just to name a few. So I think it's fairly fair for a national news organization to ask the minister responsible for the Pan Am Games what is being done to meet the official language requirements.

My question is, how is it that he doesn't know? Is he being briefed on official language requirements? Why are there cultural groups that are starting to express their dissatisfaction with not being included or consulted about sensitivities around the games? What is the missing piece there, and why is the minister not aware of this?

**Mr. Hersh Perlis:** Give me an example of those cultural groups.

**Mr. Rod Jackson:** I'm actually reading from a communications brief for P/PAGS, I believe. Maybe you can tell me what the cultural groups are.

**Mr. Hersh Perlis:** If you share that brief, I can maybe—

**Mr. Rod Jackson:** We did last time, actually. We submitted that exact same one.

**Mr. Hersh Perlis:** I don't have it in front of me. I can't comment on something that I don't see in front of me.

**Mr. Rod Jackson:** Okay. Fair enough. That answers the question in and of itself, I suppose.



**Mr. Hersh Perlis:** Sorry. I don't want to be difficult here, and I don't think that answers the question. But if you have a specific question about a specific issue with a document that you have, I think it's only fair to allow me to see the document.

**Mr. Rod Jackson:** Sure, okay. There certainly were issues with the aboriginals; I know that there was at least one group that had some certain issues. There was a Latino group based in Toronto that had concerns and met with Mr. Rafi and the mayor, I believe, to express their concerns about not having been included at all in the TO2015 organizing committee or in a way that would represent the fact that probably most of the countries competing in the Pan and Parapan Am Games are from Latin America—and, of course, the French-language expectations. There's three right there.

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**Mr. Hersh Perlis:** The First Nations communities—the organizing committee has had a First Nations table set up, I believe, for the last two years. I know that there was a letter sent in from the Mississaugas First Nation to—I think you're referring to a letter to the Speaker. My understanding is that Chief LaForme and the community have had lots of discussions with the organizing committee and are coming to a very good agreement. Obviously, the land is on the Mississaugas First Nation's land. Every speech that the Premier gives, I know, starts off with that comment. We take our partnerships with the First Nations very, very seriously. Whether there is a letter sent—I don't think that's indicative of how they see their relationship.

Is there always work to do? Probably, but I think we've actually gone quite a long way. If you look at the celebration and legacy initiatives that we've announced and are about to announce, there's actually quite a bit there for all different aboriginal communities and different groups locally. In terms of the aboriginal front and First Nations front, I think that we've done a good job and we'll continue to do a good job. There are always going to be conversations, and that's the good thing about these games and, frankly, about government. We're able to have honest conversations with each other. I don't think we're going to shy away from the fact that we have good conversations with our partners, just like everyone has conversations with their partners.

In terms of the Hispanic community and what you're alluding to there, again, there have been a lot of different programs implemented, not only by the organizing committee. We'll be coming out with a whole bunch of different commitments. Are there always going to be issues that people can point to? Absolutely. But we've had a number of different conversations with those groups and many other groups, because the people you're alluding to aren't the only people there. Absolutely, I would say that we are doing a lot to work with the Hispanic community. They are a very important group because, as you've pointed out, the majority of the countries coming here and the athletes are coming from Hispanic communities, so we take that seriously.

That being said, one of the reasons Ontario won the Pan Am Games is because of how diverse we are—not just the 41 countries coming to us, but just around the GTA, we are probably the most diverse area in the world. Actually, when the president of Chile, I believe, came to visit before they put in their bid for the next Pan Am Games, the minister had a meeting with him, and one of the things that they pointed out to us that blew them away was just how diverse our community is. They are so excited to come here and celebrate that diversity.

The Hispanic community is very important. We are doing a lot to work with them. We can always do more and we are doing more, but we are here and we are going to celebrate every single community here, because we are very proud of the diverse community.

**Mr. Rod Jackson:** How much time, Chair?

**The Chair (Mr. Grant Crack):** Two minutes.

**Mr. Rod Jackson:** Just recently—actually, on March 14, the minister commented to City News that the transportation budget of \$70 million to \$90 million which has been quoted would go to—the HOV “lanes will cost ... \$75-\$90 million.” I just wanted to make sure I get that quote correct. The reference there makes it sound like the HOV lanes alone are going to take up the majority of that budget. Is that true or did the minister misspeak?

**Mr. Hersh Perlis:** Again, I don't have the document in front of me, so I can't comment on what—

**Mr. Rod Jackson:** I just told you what it said. The minister is quoted as saying, “The lanes will cost between \$75-\$90 million.”

**Mr. Hersh Perlis:** I wasn't there when they claim that he said that the lanes were going to cost—I find it hard to believe that he would have said that the lanes were going to cost \$75 million to \$90 million. On March 14, we released a 400-page document that was the strategic framework that went into exactly what that plan was going to be. The HOV lanes are one aspect of that plan, but that plan took best practices from many of the past and upcoming multi-sport events—

**Mr. Rod Jackson:** So the answer to that question would be that the HOV lanes are not solely going to take up that \$75-million-to-\$90-million budget?

**Mr. Hersh Perlis:** No, it's a 400-page document that goes into a whole bunch of different strategies of how we are going to deal with transportation. No, the \$75 million to \$90 million will not be for HOV lanes. I would assume that he was probably misquoted or something like that. But, again, I wasn't there. I don't see the quote. I can't comment on something that I don't see.

**Mr. Rod Jackson:** I'd suggest maybe someone brief the minister on that.

**Mr. Hersh Perlis:** He's very well briefed on the transportation plan, and I have full faith in that.

**Mr. Rod Jackson:** He should probably answer questions a little bit better than. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll move to the third party, and I believe Mr. Hatfield.



**Mr. Percy Hatfield:** Thank you, sir. Thanks for being here, Hersh. As you know, I'm new to this committee. I must say you're impressive on your knowledge of the file. Some of my questions may have been covered previously. I know you introduced yourself as the senior adviser to the minister on the games. How did you get the job?

**Mr. Hersh Perlis:** I applied for the job. I had previously worked for his chief of staff, Christine Innes. I started in government about four years ago, and I started when she was chief of staff at aboriginal affairs. I knew her, so when the job opening happened, I went—

**Mr. Percy Hatfield:** So you were in the government as opposed to coming from outside when you got the job?

**Mr. Hersh Perlis:** Yes. I've been in the government for four years now, and previous to that I worked in a number of places in the not-for-profit sector. So my first ministry that I worked at was at aboriginal affairs with Christine Innes, who was my chief of staff.

**Mr. Percy Hatfield:** Am I correct in assuming you don't have a degree in sports management or games planning or anything like that?

**Mr. Hersh Perlis:** No, no.

**Mr. Percy Hatfield:** It's a political appointment to be the special adviser. In your role as a special adviser, for example, do you brief the minister before he goes to question period on what he might expect to be asked that morning?

**Mr. Hersh Perlis:** No. It's the LA's job to brief the minister before question period. If there's a more complex issue, then I might get involved to help out with that briefing, but for the day-to-day issues that might arise, it would be the legislative assistant's job to brief the minister before question period.

**Mr. Percy Hatfield:** You wouldn't write any lines, like "Another day, another drive-by," or anything like that?

**Mr. Hersh Perlis:** No, I don't write the lines. I would help with the policy behind the lines, but I'm not that smart to write the smart lines and, yes, the quick sinkers. That's not my stuff.

**Mr. Percy Hatfield:** What about bringing to the minister's attention potential political fireworks, like the hiring of an American company to do security over a Canadian company at a higher cost? I would think a special adviser might see the political connotation there, that this could blow up. Would you brief the minister on that or, again, is that an LA job?

**Mr. Hersh Perlis:** If you didn't use that example, I would say yes, that would be something that I would be briefing the minister on, but as I've stated, when it came to an American company over a Canadian company and \$14 million more than the other company, we didn't have those details. It was very much MCSCS that had the lead on that because it's security and, through MCSCS, it was the OPP. So those details we would not have been updating the minister on because, again, the minister at

MCSCS, Minister Naqvi, who was, I think, one day on the job, would have been handling that.

So again, he wouldn't be answering those questions. But again, once those came to light publicly—again, we had nothing to do with the RFP; we didn't see the RFPs before they were announced—we would have briefed him on that.

**Mr. Percy Hatfield:** So to be special adviser, you must have your thumbs on all the files that are going on with the games.

**Mr. Hersh Perlis:** Yes.

**Mr. Percy Hatfield:** You can read between the lines at times. Do you expect any future—I don't want to say over-expenditure, over budget. Is it reasonable to expect that in the future we could see some more announcements about budgetary escalations on the games?

**Mr. Hersh Perlis:** As I've said before, security is one aspect on which we've been very clear that there are—I think there were four cost drivers that were stated in the technical brief on March 14, so those cost drivers, frankly, could drive it up, but it could drive it down as well. That would be the main area that I would say there's a risk that—whether it be four months from now or eight months from now—we could be coming out with a different number, again up or down. So that's the big one.

The capital campaign is probably—I don't know this for a fact. I would say this is probably the first capital campaign in the history of multi-sports games that is coming in under budget. That's normally where you see the massive overruns. It's just not happening here. Infrastructure Ontario has done a great job, so yes.

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**Mr. Percy Hatfield:** We've heard recently about something called a BLT, a budgetary leak team or something. Do you have any kind of a master plan like that under your belt, that at some point you're going to be making announcements on a given date about this or that? Are you going to leak to the media that this is going to happen or not going to happen?

**Mr. Hersh Perlis:** We definitely don't have a BLT. That was the first I heard of that. We certainly have a com strategy. It's not around these numbers. These numbers are very much focused on technical briefing; that's when we get technical, and we release those numbers.

We have a com strategy mainly around the PCL strategy, which I've handed out there, and so those various announcements we go out with and we announce. I would recommend everyone go to TO2015's offices. They have a really impressive boardroom that has basically every single month until the games up on a big whiteboard. They have their various announcements there.

Obviously we plan different announcements, because we're very proud of what we're doing for the Pan Am Games. But it's not stuff that would be leaked to media or the stuff that I think you're trying to get at there. It's



very much part of the PCL or the great stuff that the games have to offer.

**Mr. Percy Hatfield:** Don't answer this if you think it's too personal. I'm finding when I'm here you hear about, say, IT people who are spouses of somebody who works in a minister's or the Premier's office and so on. There seem to be a lot of people with a family connection working for the same government. Is your spouse working for this government in some fashion or capacity?

**Mr. Hersh Perlis:** No, thank God, no. I am definitely the only one in my family working anywhere remotely close to any of this. I'm sitting in the hot seat today, so I assume none of my family would ever consider coming here. No; they're doctors and businesspeople and have nothing to do with the games. There's no connections whatsoever.

**Mr. Percy Hatfield:** Thank you.

I'm from Windsor-Tecumseh, so I feel obligated to remind you or to inform you that, when the planning for the games was going on in Toronto and Hamilton, we did not have the Windsor International Aquatic and Training Centre that we have now, with an Olympic-size pool, diving pods and all that. Now we do, and apparently it's one of the best in the country. It's getting international acclaim. I'm just wondering, if anything goes wrong with any of your aquatic sites, whether you might consider Windsor as an option.

**Mr. Hersh Perlis:** No, but it's actually a good point that you're bringing up. A plan that I understand we are working on right now is that a number of the federations will have—call it a swim meet in Calgary two weeks before; I made that example up. Instead of going back to Chile, they're probably going to be staying in Canada. So what we're trying to find is a way to connect those international federations with communities like Windsor, like London, like Ottawa. Maybe they could be hosted at the University of Windsor or Western Ontario and allow their athletes to train at those fantastic facilities. So we are looking at ways to connect those people, because it's another great aspect of the games, and it's probably another way to get the rest of the province involved.

It's funny that you brought that up, because I was just told about this on Friday, that we are working on a plan to try and find ways that we can connect either a local university or a municipality to an international federation to see what might work.

**Mr. Percy Hatfield:** Well, I'll put Windsor out there as an option, because I know the training facilities are tremendous.

**Ms. Peggy Sattler:** How much time do we have?

**The Chair (Mr. Grant Crack):** One minute, 25 seconds.

**Ms. Peggy Sattler:** Can you just speak quickly about the process to transfer the legacy venues after the games?

**Mr. Hersh Perlis:** To transfer the actual venues?

**Ms. Peggy Sattler:** Yes.

**Mr. Hersh Perlis:** It's not my expertise, but my understanding is the organizing committee has control

over the venues—sorry; I take that back. Some of the venues are actually being used right now. We had a test event last summer in the first venue. So many of the venues are being used up until the games, but then at some certain point, the organizing committee takes control of them, makes sure that they're appropriate for the sport and then, after the games, hands it back to the university or the municipality. My understanding—and it's not my expertise—is the aquatic centre in Scarborough, I believe, will start to be used shortly and then, at some point before the games, will have to get transferred back for the games. Then afterwards, some adjustments will be made, depending on what has to be done; every venue is different. Then it will be going to the community and to the university. That's my understanding.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll pass it now to the government side: Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Chair. I just wanted to go back to the HOV lane question, just to clarify. The cost was ranging from \$75 million to \$90 million. Could you expand on this and just tell us how the ministry reached out to the opposition MPPs to explain to them what was going on?

**Mr. Hersh Perlis:** Again, as another part of our openness and transparency, we've started doing these technical briefings, basically on a quarterly basis. I think we were a couple of weeks late this time, but it's basically on a quarterly basis.

At this time, it was mainly focused on transportation and security. We offered a technical briefing. We opened it up to media, and we do invite the official opposition and the critic of the third party to attend the briefings.

They would go into many of the specifics and some of the different cost drivers of what the plan would be. It would have been made very clear in those technical briefings how the money is being spent. I don't think they got very specific in terms of "\$5 million here" and "\$10 million there" and whatnot, but it would have been made very clear that there is a detailed plan, and that there is a lot going into it. It's far from just an HOV lane.

Again, it was 400 pages. We can't say what the media is going to print, but often people don't take the time to educate themselves on what the true answers are. It's a very complex file, so it's not always the easiest thing to do, but there's a 400-page document out there on the transportation plan.

In terms of security, it seemed to come out that there was a revelation here the other day. But if you went back on March 14, word for word, it's in there. People don't take the time to—

**Ms. Dipika Damerla:** Now, do you recall if any MPPs from the official opposition or the third party attended this technical briefing?

**Mr. Hersh Perlis:** I believe Mr. Jackson was at the technical briefing, and I believe Mr. Miller was not at the technical briefing. I'm not sure if he sent people there. I don't know that.

**Ms. Dipika Damerla:** But it was made available.



**Mr. Hersh Perlis:** Yes. It's absolutely made available.

**Ms. Dipika Damerla:** Anything else you'd like to add today as we wrap up?

**Mr. Hersh Perlis:** No. Thank you for coming, again, and I apologize for the last-second change. Hopefully, I was helpful.

If there are any other answers I can give—we really do want to try and make this as clear as possible, because we're very proud of these games. We want to get as many people as possible behind these games, to try and start to celebrate these games. There are 41 countries coming here that are going to be celebrating with us, and we can show them that we are the greatest province. We're excited; I'm excited about these—I don't know. That's it.

**Ms. Dipika Damerla:** Good stuff. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Perlis. We really appreciated your time this afternoon and your answering questions and feedback.

I'd like to thank the members of the committee and everyone else here this afternoon. This meeting is—

**Mr. Rod Jackson:** Chair?

**The Chair (Mr. Grant Crack):** Mr. Jackson.

**Mr. Rod Jackson:** Just a question—I swear I'm not going to take too long. Can I just confirm that Ms. Innes will still be invited to be a witness?

**The Chair (Mr. Grant Crack):** I can't see why there would be any opposition to that. Upon her availability, I would think that that would be more than appropriate.

**Mr. Rod Jackson:** Okay. Thank you.

**The Chair (Mr. Grant Crack):** This meeting is adjourned. Thank you very much.

*The committee adjourned at 1738.*





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## Assemblée législative de l'Ontario

Deuxième session, 40<sup>e</sup> législature

# Official Report of Debates (Hansard)

Monday 14 April 2014

# Journal des débats (Hansard)

Lundi 14 avril 2014

## Standing Committee on General Government

Pan/Parapan American  
Games review

## Comité permanent des affaires gouvernementales

Étude portant sur  
les Jeux panaméricains  
et parapanaméricains

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## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Monday 14 April 2014

Lundi 14 avril 2014

*The committee met at 1404 in committee room 2.*PAN/PARAPAN AMERICAN  
GAMES REVIEW

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order. I'd like to welcome all members of the committee, special guests, legislative research, the Clerk's office and Hansard. This afternoon we're going to be continuing our review of the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat.

Consistent with the motion that was passed by the committee, we will have two delegations that will speak for five minutes, followed by 25 minutes of questioning.

PAN/PARAPAN AMERICAN  
GAMES SECRETARIAT

**The Chair (Mr. Grant Crack):** The first witness is at the request of the third party: NDP. It is my pleasure to welcome, from the Pan/Parapan American Games Secretariat, Susan Capling, director of games delivery and infrastructure division. We welcome you this afternoon. Ms. Capling, you have five minutes. Thank you.

**Ms. Susan Capling:** Thank you. Good afternoon. I appreciate the invitation to appear before the committee and the opportunity to provide a brief opening statement. I have provided a copy of these opening remarks to the committee Clerk.

As you know, I am the director of the games delivery branch at the Pan/Parapan American Games Secretariat, also referred to as P/PAGS. I have held this position since September 2012. I have been in the Ontario public service in various roles throughout the period since 1992. I will do my best to answer the committee's questions and to clarify issues to the best of my knowledge, based on the time I have been in my role.

As you know, the Pan/Parapan American Games Secretariat is a part of the government of Ontario. P/PAGS' responsibilities include oversight of the province's \$500-million investment in Toronto 2015, the games organizing committee; planning and delivery of key elements of the government's celebration and legacy strategy; coordination with other levels of government, including the federal government and games host municipi-

palities; and coordination with other provincial ministries with planning and delivery lead in specific areas.

The Pan/Parapan American Games Secretariat is divided into three divisions, each headed by an assistant deputy minister. Each division has a separate and distinct area of responsibility: first of all, the risk management and financial oversight division; second, the partner engagement and legacy division; and, third, the games delivery and infrastructure division.

The games delivery branch, of which I am director, is one of two branches within the games delivery and infrastructure division. I report to the assistant deputy minister of the games delivery and infrastructure division, Mr. Tim Casey. The branch focuses on coordination of provincial services to the games and helps to ensure provincial planning is integrated with Toronto 2015 planning. More specific examples of what the branch does on a day-to-day basis include supporting, coordinating or participating in various tables with provincial ministries which are providing services to the games. Meetings could include provincial operational ministries alone, provincial ministries and Toronto 2015, or provincial ministries, Toronto 2015 and municipal and federal government partners.

The branch is also providing support for municipal services negotiations for the games. This will be a key job for the branch over the next several months, as we sit down with TO2015 and all games host municipalities to talk about what municipal services are needed for the games and what funding the province will provide for these services. This will be done consistent with the principles of the multi-party agreement for the games.

Connected with this, the branch is also organizing a regular dialogue with the chief administrative officers and city managers of games host municipalities, as a means of keeping them informed of provincial activities. The branch also assisted with organizing a recent meeting of games municipality heads of council.

An element of work for the branch is also the delivery of the integrated exercise program for the games. The branch is collating this work with the Office of the Fire Marshal and emergency management at MCSCS, with assistance from the federal government. This will be a multi-stage exercise, with the objective of ensuring that all games partners' operational plans are aligned and working well together.



As we get closer to 2015 and the delivery of the games, games planning is increasingly moving from strategic to more operational planning.

Once again, I thank you for the opportunity to appear before the committee today. I would be happy to provide whatever additional information may be helpful to the committee as it relates to the games delivery branch at P/PAGS.

1410

**The Chair (Mr. Grant Crack):** Thank you very much, Ms. Capling. We will pass it over to Mr. Miller from the NDP.

**Mr. Paul Miller:** Thank you, Mr. Chair. Good afternoon.

You covered some of my initial questions about your experience and where you come from. I will probably delve a little deeper into the role of the games delivery and infrastructure division, specifically with respect to your role in games delivery and exactly what day-to-day assignments you do in the delivery of the games. You've given us kind of a vague—

**Ms. Susan Capling:** Sure. The games delivery branch is one of two branches in the games delivery and infrastructure division. My role really focuses in three ways, I think, as I covered off in my opening remarks: first of all, coordination and alignment of planning across games operational ministries that are focused on providing services to the games that a host jurisdiction would normally provide. So it's alignment and coordination of those services, and I do a number of things in that regard to assist with that planning.

I should also reiterate that the games organizing committee itself, Toronto 2015, is responsible for the delivery of the games and the staging—

**Mr. Paul Miller:** Okay. Do you have any experience in security? Have you ever worked for a contemporary security company?

**Ms. Susan Capling:** No.

**Mr. Paul Miller:** Okay. The organizational chart in the results-based plan briefing book, 2013-14, states that the ADM for regional and corporate services reports administratively “to Ministry of Citizenship and Immigration. Provides services to Ministry of Citizenship and Immigration, Ministry of Tourism, Culture and Sports and Pan/Parapan American Games Secretariat.” It also states that there are many dual reporting relationships and mentions several other ministries.

However, on the secretariat's website, under the “Open and Transparent Games” section, there is a whole section on security which states that the secretariat will “release revised projected costs for security, and budgets and plans for transportation,” but in the organization chart, even with these many dual reporting relationships, neither the Ministry of Transportation nor the Ministry of Community Safety are mentioned.

Can we assume that the secretariat is responsible for security and transportation in the games?

**Ms. Susan Capling:** No. The secretariat plays a coordinating role. It's a bit like if you had a wheel, and

there are spokes coming out of the wheel. It's a hub in the middle.

**Mr. Paul Miller:** You're the hub?

**Ms. Susan Capling:** That's probably a bit overstated for my role in particular.

**Mr. Paul Miller:** Wouldn't security be one of the spokes?

**Ms. Susan Capling:** That analogy should probably only be taken so far. I'm just trying to paint a bit of a picture for you.

Again, my role is coordination. I also spend, as my opening statement covered off, a fair deal of time on the integrated exercise program for the games and on municipal services agreements.

**Mr. Paul Miller:** Okay. Municipal service agreements—sorry for cutting you off. It's my understanding that TO2015 and the secretariat have not signed deals for security with local regional police—Halton, Hamilton, Welland—and they've come up with that number, \$239 million, for security services and protection. You would have no exposure to additional costs, being the hub of that wheel you told me about and all the spokes—I think security plays a huge role in that. You mean to tell me that you would have no input or any reporting done to you about the—you just mentioned municipal deals, which you are going to oversee or be involved in. That would include dealing with the regional police of Halton, Hamilton and Welland for the costs for their manpower, their overtime and their time. So you're telling me you've got nothing to do with that, even though you're going to be dealing with all the contracts for the municipalities. I'm surprised at that statement.

**Ms. Susan Capling:** Is there—sorry, I think you had a number of questions in there.

**Mr. Paul Miller:** Have you got anything to do with the contracts that are pending, haven't been signed yet, with the regional police departments of the other venue sites, other than Toronto? Have you got anything to do with that? Because it's going to add additional costs to the \$239 million that they quoted was covering everything, according to the government. Now, I'm finding out that they haven't even signed any deals with the regional police and that could escalate the costs immensely, because of the manpower and whatever they require to enforce and work with the OPP and the private security company.

**Ms. Susan Capling:** I should step back and just say that MCSCS is the responsible and accountable lead for security and security planning, and for the negotiation of the agreements with local municipal police services.

**Mr. Paul Miller:** Does that include you?

**Ms. Susan Capling:** No. So the—

**Mr. Paul Miller:** So what's your role as the hub?

**Ms. Susan Capling:** The municipal services agreements that I was referring to in my opening remarks are for other municipal services to the games.

**Mr. Paul Miller:** Would that not include police services?

**Ms. Susan Capling:** No. That's a separate and distinct piece, and that is under the leadership of MCSCS.



**Mr. Paul Miller:** So, in your role, you do not converse or have meetings with TO2015, the deputy minister, and the contracts that are being signed for various services in kind for the games? You don't play any role in that?

**Ms. Susan Capling:** I'm not involved in the negotiations.

**Mr. Paul Miller:** So what exactly is your job?

**Ms. Susan Capling:** I'll talk to you a little bit about my role with regard to the municipal services agreements that I've referenced here. The municipal service agreements that I have referenced in my opening remarks really stem from the multi-party agreement for the games and the principals in the multi-party agreement for the games. And just to back it up one step, the multi-party agreement is one of the key games agreements that governs the games. It was signed by Toronto 2015, the province, the federal government, the city of Toronto, the Canadian Olympic Committee—

**Mr. Paul Miller:** What's involved in those discussions?

**Ms. Susan Capling:** In the municipal service agreements discussions, or—sorry, I'm just trying to make sure I'm addressing—

**Mr. Paul Miller:** I don't think you are. You're telling me all the people who are involved, but you're not telling me—as you reiterated before and explained that you're kind of like the middle and there's all these spokes. Do the spokes know what the hub is doing? And does the hub know what the spokes are doing?

**Ms. Susan Capling:** I'll just back up and talk to you a little bit about the municipal service agreement process a little bit more, because I think that will—

**Mr. Paul Miller:** I'm not getting it, but okay.

**Ms. Susan Capling:** —hopefully help to understand how the hub and the spokes and the wheel are all rolling here. So, under the principals of the multi-party agreement, there was—

**Mr. Paul Miller:** Who's the multi-party? That's what I'd like to know.

**Ms. Susan Capling:** I'm sorry?

**Mr. Paul Miller:** The multi-party. Who are they?

**Ms. Susan Capling:** Okay, so it is the city of Toronto, Toronto 2015—the games organizing committee, the federal government, the province, the Canadian Olympic Committee and the Canadian Paralympic Committee.

**Mr. Paul Miller:** Okay. And the municipalities.

**Ms. Susan Capling:** The city of Toronto is a signatory to the multi-party agreement.

The multi-party agreement, with respect to municipal services, basically makes a provision of municipal services that are needed to help make the games a success in each municipality. For example, it could be emergency medical services, fire and rescue, street cleaning or parks maintenance, parking operations enforcement, garbage, recycling, graffiti removal—

**Mr. Paul Miller:** But my problem with that is, you've mentioned all the things that fall under—as a former councillor, they all fall under municipal taxpayers, all the

things you've mentioned. And so do the police. We pay for policing in Hamilton, through the tax base, but you've left that one out and you said it's a separate entity. So that group of people you've mentioned I'm sure have something to do with security—federal government, provincial government—but it doesn't appear on your list of things that fall under municipal jurisdiction, as well as municipal tax dollars. Because policing in Hamilton is paid for by the taxpayers. So I'm a little confused why they're being left out.

**Ms. Susan Capling:** To clarify, what I'm talking about here is the list of services and the kinds of services that might be covered under the terms and conditions of the multi-party agreement for the games—

1420

**Mr. Paul Miller:** Might be or are?

**Ms. Susan Capling:** We will work—Toronto 2015, the province and municipalities—to determine what services are needed at any venue and in any given municipality. Toronto 2015 will understand, given the state of its planning, what kinds of services are needed at the venue. For example, are street cleaning and parks maintenance going to be needed? We will sit down with the municipality and talk with them about what's going on at the venue and the plans for the sport at the venue, the number of people etc., the number of operating days, what extra services are needed. The multi-party agreement makes provision for those.

**Mr. Paul Miller:** It sounds to me like you're dealing with everything but one of the major costs, which is security. You're telling me it's a separate entity. You have not once said that it's part of your mandate or part of your multi-party agreement with the municipalities. Obviously, policing is a huge cost that would go hand in hand—it seems like you're avoiding or going around, not talking about security, and saying that falls under a different auspice.

I'm really concerned that those large parties you mentioned—someone in there has to be dealing with security. One of those groups has to be dealing with the protection of the venues. It's not just about cleaning up and collecting garbage and lighting and all the things that municipalities provide. It's their own local police departments that are going to be involved in policing, which falls under municipal dollars, which my residents pay for. You're not talking about that at all, and I'm surprised. Can you tell me why you're not talking about that?

**Ms. Susan Capling:** Yes, because the area of work I'm talking about is a very specific area of work, and negotiations with the municipalities that there's a provision for, under the multi-party agreement—that is all about other kinds of services, rather than policing services—

**Mr. Paul Miller:** Rather than.

**Ms. Susan Capling:** —right—that could be eligible for compensation under the multi-party agreement. So it's a separate piece of work and services that were contemplated.

**Mr. Paul Miller:** Compensation, you said—so rebates or something from the government to cover some of



those multi-party agreements you've cut with municipalities. What rebates or similar agreements are being made for security? You don't know?

**Ms. Susan Capling:** No, I'm not aware of that, other than to say that MCSCS is the accountable lead for security planning and they—

**Mr. Paul Miller:** MCSCS—define that in long form.

**Ms. Susan Capling:** I'm sorry; the Ministry of Community Safety and Correctional Services.

**Mr. Paul Miller:** So they don't confer with you. Wouldn't their costs for security have either a positive or negative impact on your multi-party agreement with the municipality? You've only got so many dollars in the bank, and you mean to tell me that they don't converse with you and tell you how much it's going to overlap or undercut your ability to cut deals with the municipalities because of the costs? They don't communicate with you, and you're the hub?

**Ms. Susan Capling:** They are really two separate and distinct—

**Mr. Paul Miller:** So the answer would be no, then; they don't communicate with you.

**Ms. Susan Capling:** Well, we communicate, but the discussions with the municipalities are two very separate and distinct processes.

**Mr. Paul Miller:** And you're not privy to any of those discussions in your position?

**Ms. Susan Capling:** MCSCS is the lead.

**Mr. Paul Miller:** Are you privy to those discussions?

**Ms. Susan Capling:** No, not the conversations with the municipalities on the policing—

**Mr. Paul Miller:** So how can you set a budget or cut negotiations and deals with the municipalities when you're not aware of the impact that security costs will have on your budget?

**Ms. Susan Capling:** The services I'm talking about here and that were contemplated for compensation in the MPA are a very separate set of services—street cleaning and waste management, for example.

**Mr. Paul Miller:** You said that, but you haven't answered my question. Would it have a negative or positive impact, possibly, on your budget if you are not privy to or haven't talked about the costs for security? Do you believe that it could have a negative impact on your budget, dealing with the municipalities?

**Ms. Susan Capling:** I think that they're quite separate and distinct—

**Mr. Paul Miller:** Is that a yes or a no?

**Ms. Susan Capling:** Sorry; can you—

**Mr. Paul Miller:** Well, you're running around. You're telling me about the municipal agreements that you have, and I already understand that; I comprehend that. I know what municipalities provide—services in kind—and what they do. But I'm trying to get down to the fact that you haven't answered me on whether the security costs could possibly have a negative impact on your budget, the deals you're signing for all these services in kind through the municipalities, through your organization. You haven't told me where the security

group fits in. If they're not talking to you about it, and you are one of the major planners, or the person to go to, the hub of that wheel, and the spokes are broken and you don't know what's going on, that could have a negative impact on the overall cost of the games.

I'm trying to find out why a person in your position would not be privy to or involved in those discussions, because it's going to have an impact, either positively or negatively—I can't say at this point—on your budget. You're telling me you know nothing about it; you've got nothing to do with it. I'm surprised, at that level, with all the people who are involved, TO2015 and you and the ministry, and you report directly to the deputy minister—I'm surprised that you wouldn't be involved in those discussions or know anything about it.

Anyway, we'll move on. I think I've worn that out, but wow. The left hand should know what the right hand is doing.

Your colleague the director of infrastructure, responsible: Are any of the infrastructure projects legacy structures?

**Ms. Susan Capling:** Infrastructure is not my area. I'm not able to speak to that.

**Mr. Paul Miller:** Okay. Do you know who is responsible for securing these sites during construction, after they're ready, during the games and after? Have you had any involvement in the process for finalizing security agreements? You said no.

**Ms. Susan Capling:** No, I'm sorry. I don't know.

**Mr. Paul Miller:** Okay. When the games are over, how long will you work with the secretariat to do follow-up and closure?

**Ms. Susan Capling:** I haven't been told that yet.

**Mr. Paul Miller:** So we don't know what costs are involved in that or how long it will go on. You haven't been privy to that, either.

**Ms. Susan Capling:** No.

**Mr. Paul Miller:** Thank you. Wow.

What are the responsibilities in terms of the end-of-games reports—what are your responsibilities in the end-of-games reports? Will you assess how the games were delivered, where they could have been improved, where the best value for the dollar occurred and where it didn't?

I guess that question is going to be tough for you, because you're telling me you are not privy to all the discussions about security and all that, so I don't know if you're going to be able to do a report after. Are you, just on your little bit that you are doing?

**Ms. Susan Capling:** I haven't been told whether I have a responsibility to do a report or not after games time. Knowing what I know of the secretariat, there will be an interest in understanding the lessons learned and so forth. As public servants, we're always interested in documenting lessons learned from any experience.

Sorry; I can't—was there another question—

**Mr. Paul Miller:** Oh, there's more. I'm really having problems with this line of questioning because you seem to be limited in your ability to answer because of whatever they've told you or—have you been told not to go



into certain areas and not talk about them before you came?

**Ms. Dipika Damerla:** Chair?

**Mr. Rick Bartolucci:** Chair, that's an unfair—

**Mr. Paul Miller:** That's a fair question.

**The Chair (Mr. Grant Crack):** Continue.

**Mr. Paul Miller:** Thank you.

**Ms. Susan Capling:** I think—

**Mr. Paul Miller:** Yes, you have, or no, you haven't?

**Ms. Susan Capling:** No, I think my answers reflect my role in the secretariat, which is a director. I report to an assistant deputy minister, who reports to the deputy, and then who reports to the minister. I think that as a director—I've been a director in, I think, four ministries now—you're not always privy to information at all levels of the organization. I'm focusing my answers on the role that I do have.

**Mr. Paul Miller:** Okay. In your role in games delivery, how crucial is adequate public transportation?

**Ms. Susan Capling:** That's not an area that I cover. As I mentioned in my opening remarks, I work on coordinating, I work on municipal services agreements and furthering those, and I work on the integrated exercise program. There is another colleague in my division who works on the transportation plans in the Ministry of Transportation—

**Mr. Paul Miller:** Okay. Do you foresee any agreements coming soon and being finalized with municipalities for transportation and security, or you wouldn't know where they're at?

**Ms. Susan Capling:** I can only speak to where we're at in my area of the work, which is municipal services agreements. We're beginning to sit down with a couple of municipalities now to have initial conversations. Then we will work as quickly as we can to speak to the rest of the municipalities, of which there are 15 games host municipalities and then eight upper-tier municipalities. So it is a fairly big job for us to sit down with those municipalities, have those conversations and complete the negotiations.

1430

**Mr. Paul Miller:** So once again, with your limited role—and you've stated what you're responsible for, what you're not privy to and what you are privy to. I'm assuming, and I may be wrong, that transportation and security are probably going to be the biggest costs for these games. The agreements you're signing for services in kind with the municipalities certainly have a limit. Have you been given a limit in your budgeting of how much you can spend with the municipalities in the role you're playing? Have you got a top end, and that's it?

**Ms. Susan Capling:** I think that in the last technical briefing there was an estimated range put on paper for what the expectation is for the costs of municipal service agreements. That would be, I think, \$15 million to \$35 million—whatever was in the technical briefing there—and that is the estimated range of costs for the municipal services agreements.

Now, again, my role is about delivery and about the process of ensuring that we have a good conversation with the municipalities and with 2015, to ensure that there's a very good conversation and identification of the services that we—

**Mr. Paul Miller:** I understand that your communication has to be important on delivery of services, but all this delivery of services will involve costs. It appears that you've got a range, but you really don't know, because I asked you earlier—I'll reiterate—if you felt that the costs for security and transportation would or would not have an impact on your budget, and you really didn't give me an answer. You don't know.

I'm assuming that it will have a huge impact on what you can do and where you can go with the communities and the municipalities that are hosting these venues, so I'm a little surprised—even if you're 10% or 15% of the budget overall—that you are not involved in those kinds of discussions, because every overlap, every part of that wheel you described, every spoke, will have an impact on the hub, which is the base funding of \$500 million for the games.

If you exceed it—or maybe go under; I don't think it'll be under—it's going to change your whole perspective and your whole approach to the delivery of services with the municipalities. Maybe the municipalities will end up holding the bag and have to chip in if you can't fulfill your mandate or you don't have the funding to fulfill your mandate. Would that be a fair statement?

**Ms. Susan Capling:** Sorry; what was the question? Sorry.

**Mr. Paul Miller:** I don't even know if I can repeat all of that myself, but anyways—you know what? I'm done. It's okay. Thanks.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. You had two minutes left. Thank you. Ms. Damerla?

**Ms. Dipika Damerla:** To Rick first.

**Mr. Rick Bartolucci:** Okay. Thanks.

**The Chair (Mr. Grant Crack):** Mr. Bartolucci.

**Mr. Rick Bartolucci:** Thanks, Chair. Ms. Capling, thank you very much for appearing before us. I'm probably going to reference my questions from personal experience, so this will allow you an opportunity to get a glass of water if you want—

**Ms. Susan Capling:** Thank you.

**Mr. Rick Bartolucci:** —because I just want to make sure that my fellow committee members know where I'm coming from, because I think it's important.

The first question I am going to ask you, when I ask you a question, is going to be “What is your role?”, if you can define your role, because some of the fair questions that were asked of you were not your role, and you shouldn't know the answers to them at this point in time.

I'm going to say that in the 1980s, Sudbury, Ontario, hosted the World Junior Games. The World Junior Games are the second-biggest event, after the Olympics, involving every country in the world. It was a tri-partnership—it was a multi-partnership, but the funding



people were the city of Sudbury, the federal government and the provincial government.

Being a part of a city council that first advocated for the games, and then a part of the city council that had to make sure that at the end of the games everyone understood what had happened, I think it's fair to say that we don't have the answers to everything today. We probably won't have the answers to everything the day of the games; we probably won't have the answers to everything at the end of the games. It'll be a culmination and a compilation of a whole bunch of things before we're able to tell everybody what the final costs were. I think everybody understands that.

I think we should be deeply proud and honoured to be hosting these games. I think we'll do the best job possible. I have every confidence in all of the municipalities who are involved, the federal government and the provincial government, as well as the organizing committee, to do an effective job.

But there are so many pieces to this. There are so many different jobs that people have to do. Unless you get involved in one of these things, you really don't understand just how complex these things are.

Having set the framework of where I'm going to be asking a few questions, could you please tell me exactly what your responsibilities are?

**Ms. Susan Capling:** Perhaps I'll start in the third part of my statement and talk a little bit about the integrated exercise program, because I think that will give the committee a bit more of a practical understanding, from a day-to-day perspective, of what one of my big responsibilities is.

Let me just step back and say that, as I understand it, it's typical for large events and international multi-sport events to have what would be called an exercise program to test plans and to test the plans of partners together to ensure that there's alignment and interoperability and that everyone understands each other's role very well, and everybody understands how we will function at games time on a day-to-day basis. In fact, I understand that for VANOC there was a three-stage exercise program. Similar to that, we are planning, in coordination and co-operation between P/PAGS and the Office of the Fire Marshal and emergency management at MCSCS, to do an integrated exercise program in three stages.

There was the first stage of the exercise program in November, which had over 70 organizations represented of games partners. My staff, and staff of the Office of the Fire Marshal and emergency management, organized that. As you can imagine, with that many people in the room, it's a lot of work to get that organized, to set the agenda and to get everyone there and go in for the day. The objectives of that exercise were to have an understanding at this level of the roles and responsibilities of all partners and a very early test of one possible scenario which could play out at games time, which was a high-heat scenario, and talk about what everyone would do in that scenario. It was a very good day. I think everyone found it quite productive, and consistent with the kind of

thing that's normally done for large events or international sports events.

There will be a second stage, which will take place in October 2014. In exercise language, there will be what are called tabletop exercises, where people get around a table and simulate what they would do—kind of, in real life; but around the table—to play through a possible scenario.

Then, as we get closer to games time—in the spring of 2015—there will be a final exercise where scenarios are tested even more comprehensively and deeply.

As I say, it's a typical thing to do, and important to do, to ensure that the province is operationally prepared for the games. I give that by way of illustration of some of the things that I'm doing on a day-to-day basis. I hope that helps a little bit to describe some of how my staff and I are spending our time.

**Mr. Rick Bartolucci:** I'm sure you're very, very busy, and I thank you for outlining that.

Would it be safe to say that you're in charge of co-ordinating planning for the municipal services of the games?

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**Ms. Susan Capling:** I wouldn't say planning for the municipal services themselves, but coordinating, ensuring that we collectively achieve the agreements on the municipal services so that the municipalities can provide the additional services needed to support the games. The municipalities themselves are, of course, responsible for the provision of services, and I am responsible, along with my assistant deputy minister, for ensuring that the process, which will be quite comprehensive given the number of municipalities that will be involved and given the range of potential services that will be involved—it's fairly comprehensive and time-consuming. I think it will take a fair amount of our time in the months to come. That function and the integrated exercise program will be, really, the core components of my branch's job in the months to come.

**Mr. Rick Bartolucci:** Would you say that it's safe to say that from municipality to municipality, those municipal services will vary? Or are there consistent municipal services that you'll be looking for in the various municipalities that are part of the games?

**Ms. Susan Capling:** I think all municipalities are unique. Obviously, big municipalities have different capacities etc. than smaller municipalities. There will be, I think, an interest in ensuring that services are consistent, but how each municipality delivers will be the subject of conversations to come. Of course, the sports and the venues in every municipality are different, so to say it's going to be 100% consistent and completely the same across the board, I think, wouldn't allow for the regional and municipal variations depending on the size of the municipality and the type and length of the event and the sport that's going to be taking place.

**Mr. Rick Bartolucci:** I just remember from the world juniors in Sudbury at the time, we were a two-tier government, both lower tier and upper tier. The lower tier



was the one that bid on the games and got them, but the upper tier certainly wanted to be a part of it. Those seven municipalities had—I'd say because we were part of one—a struggle to find out what services we were going to be able to deliver for the particular venue or game that was going to be highlighted at a particular time.

You're looking at some of the coordination of the municipal services. You said that the municipal services are pretty consistent. Just so that we're all sure that we know what those services are, could you outline some of those services, please?

**Ms. Susan Capling:** Sure. Some of them are listed in the multi-party agreement. It could include things like emergency medical services, fire and rescue, street cleaning, park maintenance, parking operations and enforcement, garbage and recycling collection, traffic signal operation and maintenance, graffiti removal, water and sewer maintenance, street lighting, bylaw enforcement. There may be other municipal services that are eligible for compensation, but we'll learn more about that and be open to those conversations when we actually get further down the road in those conversations with the municipalities.

**Mr. Rick Bartolucci:** I think you've outlined, in the municipal services that you're looking for, that this is a pretty complex execution of a plan. That's for sure.

What are some of the unique challenges that you're experiencing that you didn't anticipate? Your branch would have anticipated a lot of the challenges, but it's those unexpected occurrences that sometimes provide some angst to people who are planning events. What are some of the unexpected occurrences, and is there a mechanism to handle them from municipality to municipality?

**Ms. Susan Capling:** I can speak mostly from my perspective rather than the games as a whole. I think with regard to municipal services and moving forward on the municipal services agreements, the challenge is the complexity of the job at hand. As I say, I've been a director in four ministries now. This is a very complex partnership job with a lot of moving parts, if you like, and a lot of service pieces to coordinate. So it's the complexity of the job at hand that I think is the most difficult challenge—from my perspective, anyway.

**Mr. Rick Bartolucci:** I'm sure, from your perspective, that would be a big challenge.

Have you received the necessary understanding, first of all, from municipalities? Because if they don't know what their role is, then it's pretty difficult for a municipality to be able to fulfill what's expected. I honestly believe that Mr. Miller had some very legitimate questions. In fact, municipalities have to know what is expected of them before they're able to reach the expectation that you set for them. Has that been outlined at this point in time to all the municipalities, or is that still a work in progress?

**Ms. Susan Capling:** I'll just step back a little bit and talk about the forums that are in place now to talk to the municipalities and to ensure that there's really good and open communications across all games partners, because I believe there have been lots of communications with

municipalities, and even though operational planning at the venue level and at the service level is not yet completed, there are a number of forums where all of us continue to talk to the municipalities.

One of them is that there is a regular municipal forum that's led by Toronto 2015, the organizing committee itself, where they talk about what's happening, what's new, what's going on in the organizing committee, what the municipalities can expect at any given time and what's up and coming. Toronto 2015, as I say, leads that, but my understanding is that those are very well attended and there is lots of good information shared about games planning.

The secretariat itself, and my branch specifically, has helped to organize CAOs' and city managers' dialogues to keep the municipalities abreast of what's coming up.

I think those are two key ways that we've kept the municipalities informed of what's coming and what's gone on to date.

**Mr. Rick Bartolucci:** Again, I would relate and be quite honest with you, we advocated for the games. We made our presentation etc., and we won the games. Then we sat down and said, "What the hell do we do now? We've got these games. They're coming to Sudbury. We want them to be the best games ever. Is there a blueprint that we can follow?" The Olympic committee said, "No, there is no blueprint, because every city that hosts the world juniors, every country that hosts the World Junior Games, does it a different way." That really was very difficult for us to start from the foundation piece.

At the end of all of this, will there be a plan that another jurisdiction may be able to use in order to plan a multi-sport, multi-city games?

**Ms. Susan Capling:** Well, all games are different. Will there be one blueprint that everyone can follow? Given that all games are different, you can't always take a template, if you like, from one game and apply it to the next games, because they're all different in complexity and partners and in nature. But I'm sure that the province will want to document the lessons we've learned and that TO2015, as the games organizing committee, will also pass on its knowledge in the appropriate way. The committee may wish to speak to the games organizing committee a bit more about how it documents lessons learned from games to pass that on to another host jurisdiction.

**Mr. Rick Bartolucci:** Ms. Capling, that's the last question I have. I'm going to turn it over to Ms. Damerla, if she has a question. I just want to say thank you very much for what you and your branch are doing. It's a very complex set of talks that you have to have with municipalities. It's an ever-changing thing, which makes it even more complex for you. But I am confident from listening to you that, at the end of the day, I am sure that the municipal services will be in place and that we all, whether we live in Sudbury, Hamilton, Toronto or anywhere else, will be very, very proud of how we executed these particular games.

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I thank you for your ongoing work because, to be perfectly honest, having working on world juniors, the



work is only beginning to get difficult as we move closer to the games. So good luck, and thank you for your efforts.

**Ms. Susan Capling:** Thank you very much.

**The Chair (Mr. Grant Crack):** Thank you, Mr. Bartolucci. Ms. Damerla?

**Ms. Dipika Damerla:** Thank you, Chair. I just want to compliment Mr. Bartolucci for an excellent set of questions and for giving that perspective, because unlike some of us he has really actually been and knows the nuts and bolts of what it takes to bring games and pull it off. I really enjoyed that line of questioning. I learned a lot. Thank you so much.

I don't have too many questions, but I do have one. In your opening remarks you mentioned that there's a group that does partner engagement and then there's your group, which does the games delivery. I was curious: What does that partner engagement involve? It seems like you are also engaging the three levels of government. I'm just trying to understand how their partner engagement is different from what you do.

**Ms. Susan Capling:** Fair enough. The partner engagement and legacy division that I was referring to in my opening remarks is actually another part of the secretariat. They're under Mr. Harlow's leadership. If you would like to understand more of the work in that division, you could connect with Mr. Harlow on that. I think he already made a presentation to the committee, but there's lots of work in that area.

From my perspective, if I could give an example of where I and my branch work in partnership with all the games partner committees, it would be one of the coordinating committees that has all the games partners on it. Again, it's the province, the federal government, the city of Toronto, COC and CPC. The committee that I'm referring to is called coordinating committee two. That committee is led by Toronto 2015, and it's a very interesting forum to talk about issues that crosscut all games partners. That committee deals with the topical issues of the moment. It usually starts with an update from Toronto 2015 on games planning and milestones at the time. It might deal with and talk about other topical issues of the day. But I'm just sharing that with you to talk about a partnership piece that my branch and I are directly involved in in terms of being involved in the breadth of partners.

The other thing I would say is that the integrated exercise program itself has a tremendous range of partners involved with it: again, provincial ministries, federal ministries, municipalities, utilities and even some private sector organizations that might be impacted with respect to anything that happens at games time. That is also a tremendous and big partnership role that my branch is involved in.

**Ms. Dipika Damerla:** Is one of your branch's stakeholders the Ministry of Community Safety and Correctional Services, I guess, and the security piece through them?

**Ms. Susan Capling:** My branch in the secretariat works with a range of all provincial ministries providing

services to the games. It's not only MCSCS but MTO and other ministries providing essential services to the games.

**Ms. Dipika Damerla:** Okay. Thank you very much.

**Ms. Susan Capling:** Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, Ms. Damerla. We shall move to the opposition. Mr. Jackson?

**Mr. Rod Jackson:** Thank you. Thank you for coming, Ms. Capling. I know you're a busy person and have lots to do, so we really do appreciate your time coming in today.

I just want to go back to the integrated exercise program. It caught my attention when you mentioned it in your opening statement. You answered a lot of my questions concerning it already, but I do have a couple more.

Can you explain to me—not in full detail, because we might be here all day because I'm sure it's fairly involved: How do you test these plans, exactly? You talked a little bit about table-topping and all that, but can you give me an idea of what goes on and who's involved when you talk about integrated exercise? I'm imagining there are other people involved. Is TO2015 involved? So three questions in one.

**Ms. Susan Capling:** Sorry; could you repeat the questions? I'll try and answer each.

**Mr. Rod Jackson:** Yes. How do you test these plans? Who exactly is involved in the exercise program when you do them? And is one of those partners TO2015?

**Ms. Susan Capling:** Okay. So, I'm not an expert in exercise programs, but I do have knowledge. I'm really happy that my partners at the Office of the Fire Marshal and emergency management in federal government, who do these things all the time, are helping the secretariat to co-lead this role.

**Mr. Rod Jackson:** Sorry to interrupt you; are you the lead for the secretariat?

**Ms. Susan Capling:** Yes.

**Mr. Rod Jackson:** Okay.

**Ms. Susan Capling:** I understand that the techniques that will be used in this exercise are quite typical of other exercise programs, in that one has a conversation at some point in the exercise at this level about roles and responsibilities.

Then, as you get deeper into the exercise, you want to test things and simulate things a bit more and a bit more deeply, and actually role-play, so the second part of this exercise will be what's called a tabletop exercise, where people will sit around a table like this, and a scenario or two will be thrown at them. They'll actually act that out in real time and say what you would do if this were to happen. Partner A would give an answer or talk about what their role would be, partner B would give an answer and talk about what their role would be and what their response would be, and partner C would do the same thing.

Then, the third exercise will be more complex. The planning is still under way for those exercises, and I think that, in all likelihood, the specific plans will be laid down



when we're a bit further along into games planning itself and we know specifically where there is a need to probe a bit more.

**Mr. Rod Jackson:** And who are teams A, B, C and D? Who are those people who are at the table?

**Ms. Susan Capling:** At the first exercise, there were provincial ministries and there were games host municipalities. TO2015 participated in an observer role for the first exercise. Security was there.

Federal government departments will also be providing services and involved in the games, and some utilities and a couple of outsiders from government—the Canadian Bankers Association and the Red Cross—but the idea is to get all games partners who may have a role to play involved. I took good advice from the Office of the Fire Marshal and emergency management who have tremendous experience in these kinds of things in planning the exercises.

**Mr. Rod Jackson:** Most of this stuff is emergency-based—so external things that happen, i.e. weather, any sort of natural disaster or any sort of man-made disaster. Are those the kinds of scenarios that you're running through in those exercise programs?

**Ms. Susan Capling:** The first scenario that we talked about at this level, in the first exercise, was a high-heat scenario and the potential impacts of that. We haven't developed the scenarios or other pieces that we might test for the next parts of the games, and we'll do that as we get a little bit closer into planning.

**Mr. Rod Jackson:** When you were asked to define your role, you used this as an example of a large piece of what you do. How long have you been doing this?

**Ms. Susan Capling:** My role at the secretariat?

**Mr. Rod Jackson:** Yes.

**Ms. Susan Capling:** I've been in the secretariat since September 2012. We started talking about this and planning, and I heard about it very early—I can't remember exactly when—in my arrival at the secretariat.

**Mr. Rod Jackson:** And you've been through one scenario with high heat?

**Ms. Susan Capling:** Yes.

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**Mr. Rod Jackson:** Any others?

**Ms. Susan Capling:** No.

**Mr. Rod Jackson:** So since you've got there, you've been planning to test plans since 2012 and have only tested one?

**Ms. Susan Capling:** My understanding is that the sequencing of games exercises and the timing at which one does it before a games is typically spread out, because you want time for operational planning to evolve and for partners to have their operational plans finalized so you can test these things in a more detailed way.

**Mr. Rod Jackson:** Okay. How many people from the secretariat itself would be involved in the integrated exercise program?

**Ms. Susan Capling:** The staff responsibilities vary from time to time and everybody pitches in a little bit, but three to four—myself and three more of my staff—

would be involved. They play a variety of different roles, but that's approximately it.

On the day of the actual exercise itself, there are different groups that you have to facilitate. There are many big days like that. There's a plenary in the morning and then you break out into groups where you actually talk about things. On that day, in the first exercise, we broke, first of all, into groups by sector to discuss issues; for example, there was a transportation sector group. Then, later in the day, we tested the scenario regionally, so we mixed up the different sectors and tested it regionally. For that day, we had a number of folks involved from the secretariat to help run the day and help facilitate those groups. With 70 organizations there and nearly 400 participants, it's a big job to run that kind of day, both to plan it and to manage the day itself.

**Mr. Rod Jackson:** How involved is TO2015? TO2015 is charged with delivering the games, and you mentioned in your earlier comments that they were there as an observer. Wouldn't it stand to reason that since they're the main delivering body of the games, they would be highly involved in an integrated exercise program?

**Ms. Susan Capling:** It's up to them, I think, to decide their role, but my understanding is that they're going to be playing more deeply in the next set of exercises. Toronto 2015 sits on the steering committee with us to plan the exercise and to make sure that we're covering off all the bases that we need to cover off in the exercise.

**Mr. Rod Jackson:** Okay. I just want to move—sorry, how much time, Chair?

**The Chair (Mr. Grant Crack):** Sixteen minutes.

**Mr. Rod Jackson:** Municipal service agreements: How many outstanding agreements or contracts are there to be signed with municipalities currently?

**Ms. Susan Capling:** We're just beginning the process of the municipal service agreement process, so we haven't signed any contracts at this point.

**Mr. Rod Jackson:** None?

**Ms. Susan Capling:** No.

**Mr. Rod Jackson:** What's the collaboration and consultation process like leading up to this? Are you having regular meetings with them? Who are you talking to? Are you meeting with them together, individually? How is that working?

**Ms. Susan Capling:** We have done research before we entered into the process, first of all, at the secretariat, for example. We worked with the Ministry of Municipal Affairs and Housing to understand the upper-tier and lower-tier responsibilities and to understand what typical regulatory tools or processes each municipality might have in place when they have a special event in their municipality. That was a piece of homework we did.

My branch spent a considerable amount of time with TO2015 transportation folks, understanding some of the local transportation requirements that might be needed at every venue or, for example, the street closures that might be needed, and just getting a little bit more familiarity with that. We talked to the CAOs about the municipi-



pal services agreements and talked to them about the process to come that they could expect at the mayors' meeting that Minister Chan and the Minister of Municipal Affairs and Housing hosted in February. We also talked to the mayors a little bit about the process and took their feedback on next steps.

Now we're into what we call a pilot-period phase, where we're sitting down with a couple of municipalities—one is the city of Toronto—and walking through—at a typical venue, and, in the case of the city of Toronto, a couple of venues, to talk about the unique challenges and the requirements and operational plans that might be unique and required for that venue, just to think a little bit about the challenges and the work that we're going to face at every venue. We've talked to the municipalities about next steps going forward and what they can expect. We're going to finish off the pilot phase, if you like, with the city of Toronto, with Ajax and, in all likelihood, with one other municipality. We'll take a bit of a break and take stock of what we learned from there, and then, just as quickly as possible, we'll move on to conversations with the rest of the municipalities.

I should also mention that in the first meetings with the city of Toronto, for example, we talked about a range of topics, including fire and emergency services. We'll come back and have another conversation, and perhaps a few more to come on those things—in sum, to do a few pilot municipalities, really just to get an understanding of the range of challenges and the range of different operating requirements at different-sized venues, and then moving on to the rest of the games host municipalities from there, hoping to have agreements in principle by the late spring or early summer as much as possible.

**Mr. Rod Jackson:** Do you not think it's a little bit of a case of putting the cart before the horse to have some of the integrated exercise programs going ahead when in fact in some of those scenarios, whether it's high heat or whatever else you're going to exercise in the future—to not have the first responders from those municipalities a part of that? They're the ones that are going to be really delivering the service—whether it's a fire department or a police department or a local hospital, what have you. How many municipal partners are there? Eight? Am I right, in that ballpark?

**Ms. Susan Capling:** There are 15 games host municipalities and eight upper-tier.

**Mr. Rod Jackson:** That's significant. And it's fairly unique to these games too, to have the games spread out around southern Ontario like that. I think it's a good thing. But it is tricky. That must cause you some concern. It causes me some concern that we have all these municipalities without an agreement. I guess we're assuming that these agreements are going to actually happen without any glitches or problems, which I think might be a little bit optimistic. I'd hate to say that there's going to be a problem. I'm not going to say that, but certainly with that many agreements and that many city councillors—I've sat on city council, and I know how unstable they can be at times, especially if you happen to have a

council that doesn't like the way things are going. What's your prognosis for that? With no municipal services agreements in place yet, and planning already starting, how do you reconcile that?

**Ms. Susan Capling:** What I can tell you is, my job is to make things move along as best as possible, and to find solutions to problems. I think what I can also say is that there is a common interest in moving the agreements and the conversations along just as quickly as possible. The province wants to move things along; the municipalities want to move things along. So it's in everyone's best interest to keep things moving and get a start as quickly as possible and complete as quickly as possible.

**Mr. Rod Jackson:** What kind of costs are involved? If you can give me a ballpark—different municipalities are going to have different responsibilities, depending on the size and scope of what's happening in their communities. For example, in Hardwood Hills up in Oro-Medonte, they're hosting mountain biking. They're probably going to have to have less ready to go than, say, the still-water stuff in Niagara. So I understand there's a difference, but what kind of costs are they looking at? Are they going to have any surprises with these municipal service contracts—added costs that they didn't foresee?

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**Ms. Susan Capling:** I think that the reason we're sitting down with them. Part of the goal of sitting down with them is a no-surprises environment. There will be a good conversation going forward, a very open conversation with TO2015 at the table. We need to remember that TO2015, at the venue level, is the key planner, so TO2015 is at the table with us on municipal services agreements. They are well positioned to identify what services are going to be needed. TO2015 already has good conversations with municipalities in a number of ways—

**Mr. Rod Jackson:** Who negotiates the municipal service agreements? The secretariat, P/PAGS or TO2015?

**Ms. Susan Capling:** It's a joint effort between the secretariat, Mr. Casey, my assistant deputy minister, and TO2015 itself.

**Mr. Rod Jackson:** What happens if you have a glitch? What happens if you have a major blowout as far as the agreements are concerned? If the city of Hamilton can't agree with some of the cost overruns—I'm just speaking hypothetically—what happens if they don't like the deal they're getting? They must have an idea of how much these are going to cost. You say there's no surprises, but until a contract is signed, it's not signed. I think everyone around this table has been in those situations where you think you've got a deal and then you don't when you learn about some surprises.

I find it very strange that they're not all signed already, let alone none of them being signed. I'm actually quite surprised to hear that and that planning is going ahead without them in areas that they're going to have responsibility.

Sorry, how much time do I have left?



**The Chair (Mr. Grant Crack):** Seven twenty-five.

**Mr. Rod Jackson:** Okay. I guess what I'm trying to say is, what is the fail-safe here? If you run into a problem and a municipality doesn't want to ante up because it's more than they thought it would be, or there are certain improvements they need to make or whatever, and they don't want to do it—or maybe they feel like they don't like the way things have been organized or the way things are running, and they don't want to be a part of it anymore. Without these agreements signed, that's well within their purview, is it not?

**Ms. Susan Capling:** I think everyone at the table has a solutions- and results-oriented focus. Everyone has a strong interest in ensuring the games are a success. There will be a good discussion at the table about what services are needed and what appropriate compensation would be. We've got 15 months before the games—

**Mr. Rod Jackson:** That's not very long.

**Ms. Susan Capling:** No, no.

**Mr. Rod Jackson:** Time does fly very quickly.

**Ms. Susan Capling:** Yes.

**Mr. Rod Jackson:** So there's no fail-safe is what you're telling me.

**Ms. Susan Capling:** I'm quite confident that everyone has got a vested interest and a strong interest in making sure that we collectively succeed here.

**Mr. Rod Jackson:** If ifs and buts were nuts.

Okay. Thank you very much for coming. I appreciate your time.

**The Chair (Mr. Grant Crack):** We'll move to round two, which is a 10-minute round. We will start with the NDP. Mr. Miller.

**Mr. Paul Miller:** I'm sure it's not easy for you being on the hot seat, but we've got to ask the tough questions.

I went over your presentation. It's sending me mixed messages. It says here, "P/PAGS' responsibilities include oversight of the province's \$500-million investment in Toronto 2015, the games organizing committee; planning and delivery of key elements of the government's celebration and legacy strategy; coordination with other levels of government, including the federal government and games host municipalities; and coordination"—this is the part that I'm a little surprised at—"with other provincial ministries with planning and delivery lead in specific areas." Would that include the ministry of public safety?

**Ms. Susan Capling:** You mean the federal—

**Mr. Paul Miller:** No, no, provincial: the OPP, provincial safety, the MCS. It says here that you do work with other ministries, and you said you don't.

**Ms. Susan Capling:** I work, as the secretariat does, with other ministries at a high level to understand what's going on there, to understand—

**Mr. Paul Miller:** So you do communicate with them. You told me you don't before.

**Ms. Susan Capling:** I think what I said, and I'll try and clarify it if I miscommunicated, is that the secretariat does talk to other ministries and understands their plans at a high level, but the ministries delivering the provin-

cial services to the games themselves are the accountable leads. They're the keepers of the detailed plans. They're the—

**Mr. Paul Miller:** They don't share the detailed plan with you?

**Ms. Susan Capling:** No, as a matter of fact, they do—not always the most detailed plans. One example of coordination, if this helps to answer your question at all, is that—

**Mr. Paul Miller:** Not really. You also said here that you have three areas that you take care of. The first one is probably the one that sticks out in my mind the most. It says "risk management and financial oversight division."

**Ms. Susan:** So I—

**Mr. Paul Miller:** No, before you go on, wouldn't the financial oversight of the games, of the \$500-million investment, include security and things like that? To me, financial oversight means an overall picture of where you're going so that you can get a handle on what you can do with the municipalities with what's left over after all these other things are met.

In your third thing, you say "games delivery," in which, obviously, safety plays a huge role, "and infrastructure division." Infrastructure would include policing, because you have Jersey barriers, you have fencing, you have safety, you have areas that are secluded for the athletes, whether it's the village or the venues they're performing in that require special infrastructure buildings to keep the public safe as well as the athletes. It's one of your main three things here, yet you tell me that you don't have anything to do with protection of the public. That's a separate entity, you said. But it still falls within the \$500 million, I'm sure.

**Ms. Susan Capling:** Sorry, can you clarify the question for me?

**Mr. Paul Miller:** I can go back. Let's start off with the first one. You said "risk management and financial oversight division." Financial oversight, to me, means that you're overseeing the cost of the games. You're the intermediate between the ministry, TO2015 and the money that transpires between the government on their share—the feds put \$500 million in, you put \$500 million in etc. So your particular department is responsible for financial oversight. You've said it in your statement. Yet you tell me you don't have access—previously, we discussed, I asked you questions, and you told me you don't have access to the cost of the security. It's a separate entity, you told me. As Mr. Bartolucci pointed out, the municipality has to know what it's going to cost for their police to be provided for the venues. That would be a municipal contract between the government and the municipality for the Hamilton and regional police to be involved. That would fall under financial oversight, I assume, or am I wrong?

**Ms. Susan Capling:** I should clarify that these three divisions that I've talked about in my opening remarks are each led by separate ADMs at P/PAGS—

**Mr. Paul Miller:** Do they report to you?

**Ms. Susan Capling:** No. I'm a director. A director reports to an ADM, so I am, on the hierarchy, lower than



the ADM. Then the ADM reports to the deputy minister—

**Mr. Paul Miller:** But aren't you part of the secretariat?

**Ms. Susan Capling:** Yes. I'm one branch in the third division that's mentioned there, the games delivery and infrastructure division. So my role is confined to the areas that I've spoken about.

**Mr. Paul Miller:** Wow. All I can say is wow. Okay.

There's one more. It says that you're "supporting, coordinating" and "participating in various tables with provincial ministries"—various provincial ministries. The ministry of public safety does not fall within that auspice? Is that what you're telling me? They wouldn't be included in the provincial ministries you deal with?

**Ms. Susan Capling:** I deal with a range of provincial ministries, so—

**Mr. Paul Miller:** Including them?

1520

**Ms. Susan Capling:** Ministry of Community Safety and Correctional Services? Yes, I do.

**Mr. Paul Miller:** You do?

**Ms. Susan Capling:** I do deal with them, but I also deal with lots of other ministries.

**Mr. Paul Miller:** Would they not discuss security costs with you?

**Ms. Susan Capling:** Yes, at a high level.

**Mr. Paul Miller:** You told me they didn't before. Now you say they do.

**Ms. Susan Capling:** At a high level, we have a discussion about the security costs, but we do not get into the detailed operational plans. The MCSCS or the OPP doesn't deal with the detailed operational security planning.

**Mr. Paul Miller:** So you deal with them, but they're not telling you the whole story. Okay.

You said this yourself: Your "branch focuses on co-ordination of provincial services to the games and helps to ensure provincial planning is integrated with Toronto 2015 planning"—integrated. You've told me that you're the third group, which is infrastructure, so you are involved with TO2015 in planning infrastructure requirements for the venues and the cost of those, because you are part of the overall planning—you said in your statement—for the games. So I'm assuming that you would know what the infrastructure costs are going to be for security costs other than just the policing. I've mentioned Jersey barriers and fencing. These are all things that have to be built into the venues to keep the public in or out—whatever they want to do with it—so that is certainly going to be very costly. So you have had discussions with them about that, I'm assuming, if you're in charge of infrastructure.

**Ms. Susan Capling:** I'm not in charge of infrastructure. My assistant—

**Mr. Paul Miller:** I thought you were the third one here.

**Ms. Susan Capling:** No, no.

**Mr. Paul Miller:** Games delivery and infrastructure.

**Ms. Susan Capling:** That's my division. My division is led by an assistant deputy minister, my boss.

**Mr. Paul Miller:** And he doesn't tell you anything that is going on?

**Ms. Susan Capling:** He does tell me things that are going on, but my conversations with my boss focus on my role.

**Mr. Paul Miller:** I'm not getting too far here, so thank you for coming in. I'm a little frustrated here.

**The Chair (Mr. Grant Crack):** Mr. Bartolucci.

**Mr. Rick Bartolucci:** Ms. Capling, first of all, I want to thank you for trying to answer the questions to the best of your ability and as fully as you could possibly answer them. I think we all appreciate that.

I'm going to refer to something that Mr. Jackson said because he really, really is giving you wise advice, and I hope you and your branch and your ADM are listening. Municipalities are a very, very interesting set of creatures. Mr. Jackson, Mr. Miller, Mr. Fraser, and I—I don't know if Laurie was a member of council before or not—are all former council members. When Mr. Jackson says it's going to be a complex set of negotiations with each of the individual municipalities, I honestly believe that he is giving you very, very wise insight based on experience he, Mr. Miller, Mr. Fraser and I have had because we sat on councils—Grant as well. Sorry; we can't forget the mayor.

I would suggest that you listen carefully to what he said and try to have those negotiations as quickly and as fully as you possibly can. I know you say here you're going to be meeting with the city managers and the chief administrative officers, but trust me: They go to council for permission. That's where you're going to have some selling to do, because all politicians, I think, are cognizant of the bottom line. Municipal politicians, being the closest to the people—we could all agree with that—certainly understand that there will be questions. Mr. Jackson offers good advice to you, and I would support that advice. Try to start those negotiations early.

I've got to say as well that Mr. Miller is asking legitimate questions. I think most of the questions that he asked have something very, very complex that's going to have to happen until you get to the bottom line with municipalities. I think he too is giving you wise information and saying, "It's time to start that discussion and get the agreements in order."

So I think we've listened to the dialogue. I'm going to move away from this. I'm going to talk a little bit about the World Junior Games in Sudbury. The entertainment: Do you have anything to do with that?

**Ms. Susan Capling:** The World Junior Games in Sudbury?

**Mr. Rick Bartolucci:** No, not at the World Junior Games; at the games.

**Ms. Susan Capling:** I don't personally. I can't wait to attend, but I'm not leading the entertainment or the festival planning.

**Mr. Rick Bartolucci:** Okay. I'll just talk from personal experiences. Some of the biggest difficulties we had



with the World Junior Games was ensuring that we had the proper venues for the entertainment we brought in, and we didn't think about that. We had the opening night outside. It was a beautiful summer evening in Sudbury. We had the opening exercises at Laurentian University, one of the most beautiful universities in all of Ontario, Canada and, I think, the world, just because of where it's located, on the shores of Ramsey Lake. Anyway, the opening act was Roy Orbison, and the main feature was the Beach Boys. For some of us who are dating ourselves, they were big entertainment back in the 1980s.

We had no idea the numbers of people that would come out to the opening exercises. We told everybody there were going to be lots of people. But, boy, "lots" was newly defined when we saw just how many people we did have. That's why security questions are so important. The reality is, you have to plan for the unplanned, for the unknown.

In your discussion with your branch, or with your ADM, because this is a multi-faceted game that has multi locations attached to it, that job is going to get a lot more difficult, because you're going to have entertainment opening exercises at each of the venues, probably.

Again, just a bit of caution. I think you're working as hard as you possibly can. Personally, I'm very confident that you will do your job very adequately. I thank you for being as open as you possibly can with trying to answer our questions. I think—John, unless you have something. No? Good.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Bartolucci. We'll move to Mr. Jackson from the opposition.

**Mr. Rod Jackson:** Thank you. I just want to take a moment to thank you for coming in today. Again, I know you're very busy, and you have lots of work to do. So, with that, I will waive my 10 minutes and bid you adieu.

**The Chair (Mr. Grant Crack):** Thank you very much. You're off the hook early. We do really appreciate you coming forward and answering the questions to the best of your ability based on your responsibilities.

**Ms. Susan Capling:** Thank you for the opportunity.

**The Chair (Mr. Grant Crack):** You're quite welcome.

We'll take almost a 10-minute break, if that's okay, just to re-set up. The Chair needs a break.

*The committee recessed from 1528 to 1546.*

## COACHES ASSOCIATION OF ONTARIO

**The Chair (Mr. Grant Crack):** I'd like to call the meeting back to order. We have before us our second delegation. From the Coaches Association of Ontario, we have Susan Kitchen, executive director, and Sheilagh Croxon, chair. I'd like to welcome the both of you, and thank you for coming before the committee this afternoon. The way this works is that you'll have a five-minute presentation to commence, and that will be followed by a 25-minute round of questioning or comments from each of the individual parties—up to 25 min-

utes—and then followed by another 10-minute round of questioning.

It's great to have you here. For Hansard purposes, if you just want to introduce yourselves, and then the floor is yours to begin your five-minute presentation. Thanks for coming.

**Ms. Susan Kitchen:** Great. My name is Susan Kitchen, and I'm the executive director of the Coaches Association of Ontario.

**Ms. Sheilagh Croxon:** I'm Sheilagh Croxon, the chair of the Coaches Association of Ontario.

**Ms. Susan Kitchen:** Good afternoon, Mr. Chairman and members of the Standing Committee on General Government. Today, I have here with me the chair of our organization, Ms. Sheilagh Croxon. Sheilagh is a very successful Olympic synchronized swimming coach, who used her coaching and innovative leadership to lead her team to a bronze medal at the 2000 Olympics in Sydney, and to a silver medal in Atlanta as the national team assistant coach. She has coached Canadian athletes to 30 international medals in her career—and, I should say, "so far." She is very much active in the Canadian sport scene and is currently the head coach of the Granite Club synchronized swimming program. Sheilagh is sought after worldwide for her accomplishments as a coach on and off the pool deck. I am sure you will want to ask her about her experience coaching at the Pan Am Games in Winnipeg in 1999, on Canadian soil.

We also have here Mr. Jeremy Cross, our director of coach education, who works for the Coaches Association of Ontario. In his spare time, Jeremy coaches girls' basketball in the Toronto Lords program, and this past weekend, can claim success with a bronze at the under-18 provincial championships held in Brampton.

Our working mantra is "coaches helping coaches" for good reason: Our organization benefits from the thoughtful leadership provided by many successful coaches in Ontario.

I have been the executive director of the Coaches Association of Ontario since its beginning in 2002. Working with and for coaches has been incredibly motivating and inspiring, every step of the journey. We learned quickly how much we could accomplish for our province by focusing our efforts on recruiting, educating and celebrating one of Ontario's greatest resources: our coaches.

Since close to 90% of coaches who coach in Ontario are volunteers, this is where 90% of our association's effort is focused.

The government of Ontario plays an important supporting role in enabling our programs. Ontario has one of the most active and far-reaching adult education programs in the country for coaches. Each year, there are about 20,000 new coaches taking training somewhere in Ontario. Specifically, the government has provided our organization with a three-year transfer payment agreement that sets out an annual contribution of \$282,000. We use those funds carefully to offset the administration of training of the NCCP, the National Coaching Certification Program. It's a well-recognized national standard



for all sport coaches and community leaders in recreation.

**The Chair (Mr. Grant Crack):** Sorry to interrupt, but could you just move back or move your mike a bit so that we don't get that reverb?

**Ms. Susan Kitchen:** Sorry about that.

**The Chair (Mr. Grant Crack):** Thank you. Sorry to interrupt.

**Ms. Susan Kitchen:** The program is available in both official languages, is offered in modules and can be offered in a classroom, in a gym or online. This past year, as an example, we hosted 420 facilitator-led multi-sport workshops on weekends and evenings to reach 6,668 coaches.

The funding provided by the government ensures that this program is accessible from a cost perspective. Our courses range from \$25 to \$155 dollars, quite manageable for a community program. These costs are the same even if we're doing this in Timmins in French for 12 young leaders or in Hamilton for 40 soccer coaches.

This spring, whether it's soccer, baseball or archery, there are going to be more active Ontarians who have a knowledgeable coach who has a tool kit of age-appropriate practice plans and an understanding of how to prevent concussions, and who can make good, ethical decisions every step of the way.

One of our priorities is to ensure that every community and every young participant is supported by a knowledgeable coach, a coach with the tools and the confidence to make a child feel that they can progress in sport and in life, and the skill to put a win or a loss into perspective, instill attitudes of respect in team players and provide a safe environment for being physically active. We believe that, like no other role in a young person's life, the coach's role is to see a person for their possibility—not for who they are today, but for who they can become.

In the past six months, the Coaches Association has had the opportunity to organize workshops that trained 832 young leaders—567 women and 266 young men—who are working in after-school agencies all across the province. The workshop was in fundamental movement skills, which teaches physical literacy and is a great start in coaching.

Perhaps as a result of our success with the NCCP, the Ministry of Tourism, Culture and Sport asks us each year to deliver a range of coaching initiatives under Quest for Gold. We are in the third year of a second transfer-payment agreement that distributes \$726,000 each year to ensure that coaches stay in Ontario and achieve the professional development that they need. I can confidently say, having run this program for six years, that there has been a turnaround and Ontario is now the province to be a coach.

The 2015 Pan/Parapan Am Games will provide an incredible opportunity that aligns with our mission and goals, and our passion for all things coaching. We are partnering with the city of Toronto to train 2015 community coaches in recreation centres in 2015 for free.

While these coaches will not coach at the 2015 games, as a result of this campaign, leagues and community recreation programs will be supported by a trained NCCP coach. This initiative is called Let's Get Coaching.

We are currently collaborating with a number of Ontario and national partners to create an education pathway for coaches who work with persons with a disability. There are 1.85 million persons with a disability in Ontario, or 15%; sadly, only 3% are involved in organized sport, compared with 6% of the able-bodied population. As a result of the games' legacy initiative, we are well on our way to ensure that a coach who has a young person with a disability wheel up to the sport practice won't be turned away because the coach did not know how to involve the person in his or her program.

Hosting the 2015 Pan/Parapan Am Games provides momentum for those of us who work in sport to collaborate and come together in such projects. Our goal is to increase participation, since, particularly for persons with a disability, the positive impact on health and independence is profound. We want the coaches, and those who are inspired to become coaches, to be ready when a parent sees what is possible through the games for their son or daughter.

In everything that we do, and in large part because of our leadership and who we are, we make sure that Ontario coaches feel valued in Ontario for what they do. If we accomplish this, as we hope, more citizens will pick up a whistle or stopwatch and give their time to help develop a young person through sport.

We hope, through the eyes of a caring and knowledgeable coach, that young people will become caring citizens. Some might say that we build coaches who build athletes, but I think we are really in the business of building good citizens.

Thank you for allowing this opportunity today.

**The Chair (Mr. Grant Crack):** Thank you very much for coming. In your introductory remarks we went over about two and a half minutes, but I did have approval from Ms. Damerla. So the government has 22 minutes and 30 seconds.

**Ms. Dipika Damerla:** Thank you, Chair. I'd like to begin by welcoming both Ms. Kitchen and Ms. Croxon here. Thank you very much.

Ms. Croxon, this question is directed to you. I heard Ms. Kitchen say that you had coached athletes in the 1999 Pan/Parapan games. Can you tell me how coaching has changed since 1999 to 2014 here in Ontario today?

**Ms. Sheilagh Croxon:** Well, I think there has been an influx of funding, which is making more professional working conditions for professional coaches. I've been very involved not only in the Coaches Association of Ontario but also Coaches of Canada, which is our professional body, and I think that there has been a shift to better contractual agreements for coaches. So instead of hiring coaches on one-year agreements, at the national level we're seeing a trend to four-year agreements and things like that—the understanding that, really, the foundation of any great team is the coach and that we need to



have consistency. I think that's one major shift that we've seen over this period of time.

I also think that the coach education system is really improving and is becoming more accessible to more people. I think that accessibility is allowing people to raise their knowledge and skills. A lot of the work that we're doing at the Coaches Association is really directed at that.

**Ms. Dipika Damerla:** Leading up to these games here in Ontario we're building a lot of new stadiums and a lot of new facilities. Tell me, as a coach, what do these new facilities mean to you and your athletes?

**Ms. Sheilagh Croxon:** Well, I think this is such a great opportunity to inspire the next generation of kids to get involved in sport. The facilities really are going to lay the foundation not only for excellence in athletic training, but for those young people who see the games and then have access to the facilities, I think we'll see a major rise in participation in the sports that are featured in the games. So that's really, really exciting, because sport is one of the very few places in today's society where you can really learn the fundamental values like teamwork, giving and respect that are pretty lost in a lot of the fast age of technology.

**Ms. Dipika Damerla:** I heard you actually reference the next generation. You were really speaking to the legacy piece of these venues, right?

**Ms. Sheilagh Croxon:** Yes.

**Ms. Dipika Damerla:** That is something that this government has done very differently with these games, which is that we have planned the legacy of the games from the very beginning. Traditionally, you build, you host the games and then you worry about what you're going to do with all of those legacy pieces. Something that we've been trying to do differently this time around is to worry or think about what we're going to do with those legacy pieces even before they're built. I just wanted to know what your thoughts were on that sort of thinking.

**Ms. Sheilagh Croxon:** Well, my background is in aquatics, so Toronto, for the size of the city, has very few pools that are equipped to host national or international events or to even provide training to the aquatic sports. So we're super excited about the opportunities to access the Scarborough centre and the Markham centre for events and also for training purposes. I think that there's not going to be any problem with aquatics, I can tell you. I can't speak as much to the other sports, because that is my background, but maybe Susan can.

**Ms. Dipika Damerla:** Now that we have this aquatics centre in Scarborough, what does it mean for the athletes? What I've been hearing from other witnesses who have come forward is how Ontario or Canadian athletes, because of a lack of facilities, have had to travel a lot to train. Tell me a little about how that impacts an athlete, having to travel. What is the upside now of not having to travel and being able to train right here in Toronto or in Ontario?

**Ms. Sheilagh Croxon:** Well, I think that when young athletes have to leave their family, it's very difficult. I

know; I ran a centralized training program for the national team. It was the first centralized training program when we were leading up to the Sydney games. I had athletes from all over Canada who had to relocate here and we trained out of the Etobicoke Olympium.

**1600**

It's very difficult, but we're a team sport and we're always going to need to be centralized. There is always going to be a need to centralize athletes in a team sport, but in an individual sport, they will be able to access it more in their own backyard. Hopefully with the anchor clubs that can train out of these facilities, it will be a pathway that they can stay on and follow in that facility all the way up through their journey. I think that being able to stay at home with their family and being able to train where you choose your education is also really important.

**Ms. Dipika Damerla:** What about in terms of costs and performance outcomes? Is there any impact comparing having a venue at home, as opposed to having to travel around a circuit?

**Ms. Sheilagh Croxon:** Well, certainly on a family, it would lower the costs. If you have to go to other places to get coaching, to be able to access a facility, even to drive across the city from Kitchener—I have athletes who come to train with me who live in Guelph. The sacrifice on the family—if we can have more centres in different places, it's going to expand sport, grow everything and be better for all Ontarians and their lifestyle.

**Ms. Dipika Damerla:** One of the other things that we have deliberately chosen to do in this set of games is that instead of centralizing all of the venues in, say, one big city, which would have perhaps been Toronto, we have chosen to spread them all across the southern GTA. Tell me, from a coaching perspective, from an athlete's point of view, what your thoughts are on that.

**Ms. Sheilagh Croxon:** I think it's amazing for the development of the province as a whole. We're often criticized for everything being in Toronto, and it's really, really important to get out to as many areas as you can. So I think it's a very, very good decision on the part of the government.

**Ms. Dipika Damerla:** Beyond the sports stadium or the velodrome, there's the athletes' village as well that's being built. I just wanted to know: Have you heard of it? Have you been to it? What do you think of it? What are your thoughts?

**Ms. Sheilagh Croxon:** I haven't, personally, but I think Susan has.

**Ms. Susan Kitchen:** Yes, I was there on a tour that was opened up to the sport community. I think it was a very good prospect, and it was nice to see the neighbourhood unfolding.

**Ms. Dipika Damerla:** Earlier I learned that the Canadian sport organization is now going to relocate, I guess, to the Scarborough facility. Tell me, what does that mean for Ontario to now have the CSO here at home?

**Ms. Sheilagh Croxon:** I think that's going to be wonderful. To have all of the sports science and the



leading technology in a state-of-the-art facility will be really, really great for the athletes, for coaches, for accessing knowledge, and just for being in a community of practice where you're basically exchanging every day with like-minded professionals. I think it will really increase innovation and creativity, and move performance to the next level.

**Ms. Dipika Damerla:** A few weeks ago, I was at a local grocery store and we had little Pachi over there and the kids were all taking pictures. So there's some excitement growing in the schools, as well as here at the ministry and with all of us. Tell me, from the athletes and the coaches, what's going on in the lead-up to the 2015 games. What are the athletes feeling? How's it going to be playing on home turf and all that stuff?

**Ms. Sheilagh Croxon:** I think that for athletes that have an opportunity to be part of the games and who can see themselves there, it's obviously a very, very exciting time. I think a lot of them are involved in different initiatives and different promotions and things like that. The more opportunities they have to do things like that, the more it makes it real for them. It's a great lead-up to the Olympic Games as well, so we have a lot of athletes who have their sights set on being in Rio. So yes, I think that over the next year, the excitement is just going to continue to build.

**Ms. Dipika Damerla:** Thank you so much.

**Ms. Sheilagh Croxon:** You're welcome.

**The Chair (Mr. Grant Crack):** Thank you very much. Mr. Jackson.

**Mr. Rod Jackson:** Thank you for coming in today. I really appreciate your time, taking you away from your busy day, I'm sure.

Sheilagh, did I read somewhere that you went to Ridley College?

**Ms. Sheilagh Croxon:** I did.

**Mr. Rod Jackson:** Me too.

**Ms. Sheilagh Croxon:** Did you?

**Mr. Rod Jackson:** "Terar dum prosim," yes.

I just have a couple of quick questions for you. Who—and you might have mentioned this and I might have missed it, so forgive me if I did. Who funds the association? Where does all your funding come from?

**Ms. Susan Kitchen:** Certainly a large percentage comes from the Ontario taxpayers. We're very grateful. The agreements are administered through the Ministry of Tourism, Culture and Sport. We have, in the past, received project funding from the Ministry of Citizenship and Immigration for special projects and, at the very beginning, from the Ontario Trillium Foundation.

**Mr. Rod Jackson:** What's your annual budget?

**Ms. Susan Kitchen:** It's close to about \$1.7 million.

**Mr. Rod Jackson:** You mentioned some of the things that you do. Actually, I'm going to change angles a little bit here. Do you have any sort of mandate to help coach people with disabilities, for example, or any sort of Paralympic-type sports?

**Ms. Susan Kitchen:** Absolutely. I think our mandate is really to make sure our programs are accessible, in all

forms of that word, whether it's a remote community or working with coaches who work with athletes for disability. We have offered courses with ASL translation for deaf coaches.

I'm really excited—we're now working with the Canadian Paralympic Committee and ParaSport Ontario. This is one of the pre-legacies of the games in that we've already started to collaborate. We've learned some lessons about the UK Paralympics, the excitement, and that perhaps the community wasn't really ready when people did get excited and want to participate in sport. Our association is on that committee as a partner organization, looking at what we can do differently for coaching and to help develop some multi-sport programming to eliminate the fear that coaches might have or not understanding what to do. I'm quite excited about that partnership and that program.

**Mr. Rod Jackson:** Okay. That's good to know.

I've been to a couple of conferences over the past couple of years, and one of them was actually really interesting. It was about how coaching is done differently in the States, how we're so far behind in how seriously we take our coaching in Canada and how we need to start taking it more seriously if we want to have more world-class athletes and if we want to have a higher level of performance. There's a bunch of reasons why that is, how we can change it and that sort of thing, but I think what you guys are doing is a great leap in that direction. I'm really inspired by what you do, and I know probably a lot of young people are as well. So congratulations and kudos to you.

With that, Chair, I'm—

**Ms. Susan Kitchen:** Along that line, I was at an event with Huntsville last week. Toben Sutherland was the coach of Dara Howell, who won the gold medal for that community and is still celebrated to this day with signs all over the windows. Toben Sutherland was supported through a Quest for Gold grant, and was taken from a volunteer position to a full-time professional coaching position. That led to his opportunity as a national team coach and a coach at the Sochi games. It's tremendous for her and her community to have that success.

**Mr. Rod Jackson:** How many—sorry, I thought I was done, but I guess I'm not. How many coaches belong to your association?

**Ms. Sheilagh Croxon:** About 7,000.

**Mr. Rod Jackson:** Oh, really? Significant, yes. Do you just decide you want to join and pay a fee? How does that work?

**Ms. Susan Kitchen:** Yes. Well, coaches certainly will sign up on our website and become a member through that, so it's really an opt-in.

**Mr. Rod Jackson:** Yes.

**Ms. Susan Kitchen:** We also have about 15,000 newsletter subscribers to what we put out and produce, so that's in addition.

**Mr. Rod Jackson:** If someone joins your association, what kind of benefits and access—what do they get?

**Ms. Susan Kitchen:** We certainly encourage them to come to participate in our professional development such



as our coaches' conference, the Ontario Coaches Conference. We provide service, really, around information and providing resources and different programs.

Our role and our mandate is really to connect the Ontario coaching community, and to connect it in the best possible way. So it's also finding opportunities to connect them to each other, with skills, because a great thing happen when coaches of different sports get together. The rowing coach can learn a lot from the sledge hockey coach and the lacrosse coach and the figure skating coach. I know Sheilagh has spoken to athletics coaches about her sport. That really is our mandate and our role, to connect the sport community through its coaches in different ways.

**Mr. Rod Jackson:** Good. Thank you. You're doing a great job. Keep it up.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Jackson. We'll move to the NDP. Mr. Miller.

**Mr. Paul Miller:** Good morning, ladies. Sheilagh—

**The Chair (Mr. Grant Crack):** Afternoon.

**Ms. Sheilagh Croxon:** Afternoon.

1610

**Mr. Paul Miller:** Oh, it is afternoon, isn't it?

**Ms. Sheilagh Croxon:** It's almost evening.

**Mr. Paul Miller:** It's almost evening. I've been so busy I forgot what time of day it was. Oh, well. That happens when you get over 60. Whatever.

It's funny. Sheilagh, you're involved with swimming.

**Ms. Sheilagh Croxon:** Synchronized swimming.

**Mr. Paul Miller:** Synchronized, oh. My aunt was involved in the first Pan Am Games in Hamilton. She worked with Jimmy Thompson. He was an Olympian. She taught for 30 years, 200 and 100 breaststroke for budding Olympians. So that's kind of nice to have.

I coached many years, too, hockey and baseball and lots of other things, so I know what a coach goes through. We appreciate you're the unsung heroes. It's great. You should get the appreciation and thanks that you deserve. I believe all coaches, volunteers—sometimes there's hundreds of thousands of volunteers that put a lot of time in to help kids, and that's great.

Now I get to the heavy-duty stuff. I'm the bad news bear here.

**Ms. Sheilagh Croxon:** That's okay.

**Mr. Paul Miller:** This committee is looking at the Pan/Parapan American Games. We have specifically been looking at the tendering of contracts and, generally, financial oversight. With that in mind, why do you feel the government called you as witnesses?

**Ms. Susan Kitchen:** I'd like to think we're a good example.

**Mr. Paul Miller:** Yes, but you really don't have anything to do with the finances, right?

**Ms. Susan Kitchen:** We have no involvement with the—

**Mr. Paul Miller:** It's like a promotion kind of thing? I'm not sure why you were—

**Ms. Sheilagh Croxon:** Oh, I don't know about that. I don't really follow it that closely, but there has been a

huge shift since there's been the change in leadership with the new person coming in. I know somebody who works at the organization, and they just said that everything is under lock and scrutiny. I don't know. I mean, that's how you—the main thing, it was corrected, whatever happened. So I think that's—

**Mr. Paul Miller:** Okay. It's not really what this committee was after. I understand—

**Ms. Sheilagh Croxon:** Okay. Well, I'm trying to answer the question.

**Mr. Paul Miller:** I understand. Okay. Have you been following any of the newsreels regarding the security contracts and transportation things? Have you been bothered with that?

**Ms. Susan Kitchen:** Not really.

**Mr. Paul Miller:** So you wouldn't know anything about Contemporary International and its subsidiaries that are going to provide protection at the games? Nothing—

**Ms. Susan Kitchen:** Our relationship with the government is really around our program, so we don't really—

**Mr. Paul Miller:** Yes, that's the point I was trying to get to: I'm not quite sure why you're here. But, anyway, I love to hear from coaches, don't get me wrong.

**Ms. Susan Kitchen:** We think we're here because we do a good job.

**Mr. Paul Miller:** Oh, there's no doubt about you doing a good job. I'm not quite sure if it falls into the mandate we're looking for here.

Who invited you to attend this committee? Was it the government? The Clerk's office? Was it the Liberal government? Who invited you?

**Ms. Susan Kitchen:** The letter came from the Clerk.

**Mr. Paul Miller:** Okay. And who wrote you the request?

**The Chair (Mr. Grant Crack):** I think all three parties submit a list of potential—

**Mr. Paul Miller:** Okay. All right. So it came from the government.

With all the garbage that goes on about money and transportation and all that, all the concerns that people have, what's the morale and general attitude of the athletes and the coaches? Do they not even bother with that stuff and just do what they got to do, kind of thing?

**Ms. Sheilagh Croxon:** Yes. You know, athletes and coaches are very focused on what they need to do, and that's the business of winning medals and representing their country. Every games that I've been involved in, every Olympic Games, there's always controversy over things. That's what generates media, I guess, but you can never take away, really, what it's all about, and that is celebrating sport excellence and inspiring the next generation of leaders in this country.

**Mr. Paul Miller:** Okay. I've been hearing stuff—you know, you hear things, stuff going on. Do you believe that the criticism of the government and its management of the games file is kind of unpatriotic and that criticism hurts the morale of the athletes in any way? Do you think?



**Ms. Sheilagh Croxon:** No.

**Mr. Paul Miller:** Not really?

**Ms. Sheilagh Croxon:** No.

**Mr. Paul Miller:** No, I didn't think so. When I coached hockey and baseball at high levels, they were about getting in shape. They were experienced. They don't really bother with the politics or that stuff. They're focused on what they've got to do. So I agree with that.

**Ms. Susan Kitchen:** That said, the government does hold us to a high level of accountability, and we hold them to a high level of accountability on our program. We're kind of focused on what we deliver in terms of coach education and the agreement, so I think we're—

**Mr. Paul Miller:** So if you're holding them to a high level of accountability, I'd like to take a couple of lessons off you. That'd be good.

**Ms. Susan Kitchen:** We're coaches.

**Mr. Paul Miller:** That's good. For your athletes who compete at an elite level, what does security mean to them? We had those horror stories at the Munich Olympics and these kind of things. Security is an important part of feeling safe and secure in your environment. Like at Sochi—they were a little concerned about Sochi, not that that's the same area that it could happen. But does that cross the athletes' minds, or the coaches at all?

**Ms. Sheilagh Croxon:** You know, every games that I've been at, the security has been extremely tight, and again, the media always makes things a lot more dramatic than they actually are. I was there in Atlanta when the bomb thing happened or whatever. We didn't really feel anything, but people are calling you: "Are you okay?" I'm like, "What are you talking about?" So again, I think—

**Mr. Paul Miller:** They're localized and smaller issues that become bigger issues.

**Ms. Sheilagh Croxon:** Yes.

**Mr. Paul Miller:** Okay. How are you guys funded? Is it Own the Podium or Quest for Gold? Which one?

**Ms. Susan Kitchen:** We have two transfer payment agreements. One of them is program based and it's for the delivery of the National Coaching Certification Program, which every province and territory has through an agreement. That provides just under \$300,000 a year. We also have a separate transfer payment agreement, which is for Quest for Gold. That is a three-year agreement as well, and that's just under \$800,000. We run the program out of that.

**Mr. Paul Miller:** The program for coaches, depending on what discipline—obviously it varies. What certification are you required under what mandate, and who gives you the rubber stamp on whether you're going to coach water polo or swimming or cycling? I know there's programs—I coached hockey and I know we have level 1, 2, 3, and 4 for hockey. And when I refereed OMHA, we have levels of refereeing that we have to reach in your physical ability, and we get scouted by referees of higher level. They come to games and watch us perform, they grade us, they talk to us after the game—where you're

weak, where you weren't. Do you do those kind of things too?

**Ms. Susan Kitchen:** The program that we have, the NCCP, has a program for 67 different sports. It really is up to the sports, whether it be the league, or the local club or the provincial sport organization that would actually dictate that mandatory requirement. We make that program available, and offer that program, but it is really up to the sport to dictate what they require before the coach goes onto the pool deck or the playing field. We're delighted that soccer, the Ontario Soccer Association, is making mandatory the taking of a Make Ethical Decisions module. It's a short module. Coaches really come together and are given a decision framework on decision-making, and I think it's a good example moving forward. It is not mandatory across all sports in all settings.

**Mr. Paul Miller:** Who establishes the qualifications for coaches? And how do they move coaches through this system for the Pan/Parapan Games and the Olympics?

**Ms. Susan Kitchen:** That would be the Canadian Olympic Committee, which would designate in partnership with now the Coaching Association of Canada. They would certainly refer to credentials which are housed in a national database in Ottawa. That is a way to identify the credentials, that they're the same and that they meet a high standard.

**Mr. Paul Miller:** Mr. Chairman, I'd like to thank the ladies for coming in. It's great to see—I was a former coach—coaches get a little bit of the limelight. It's nice, because you certainly work hard and help the kids. We really appreciate what you do, and I wish you all the best and all the success. I'm not quite sure why the government called you, but that's interesting, so we'll certainly look into that. Thanks.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller.

We'll move to the 10-minute round of questioning and comments: Mr. Fraser from the government.

**Mr. John Fraser:** Thank you very much for coming in this afternoon, for your presentation and for your hard work.

I'd like to follow along the line of questioning of my colleague Mr. Miller. In terms of the investment in coaching in bringing the games here, how would you characterize how that investment has affected your field, in terms of raising its profile, increasing resources—

**Ms. Sheilagh Croxon:** Never enough. Sorry.

**Mr. John Fraser:** Never enough. Okay, we've heard that before.

**Ms. Susan Kitchen:** Our funding has remained the same for a number of years, which is, I guess, a good thing that it has not been cut. So there's a recognition that the value of what we do shouldn't be cut, but, yes, we could certainly use more. I think that there is certainly leverage with the communities and perhaps some corporate doors that have been opened by the games and corporate consciousness, which I think will provide

opportunities for us to expand our programs. So that's a good thing.

**Mr. John Fraser:** And in terms of developing interest inside communities for coaching opportunities—because coaching is all about human development, really. When you look at that, whether it's a five-year-old or a 50-year-old, it's a field that basically helps people develop their full potential.

**Ms. Susan Kitchen:** I would agree.

**Mr. John Fraser:** You would agree. That's all I wanted to say. Thank you very much.

**The Chair (Mr. Grant Crack):** Thank you, Mr. Fraser. We'll move to Mr. Jackson.

**Mr. Rod Jackson:** Thank you very much for coming. I really appreciate you taking the time. It was really inter-

esting to hear what you do, and I wish you all the luck in the future.

**The Chair (Mr. Grant Crack):** Thank you very much. Mr. Miller.

**Mr. Paul Miller:** Go, coaches, go.

**Ms. Susan Kitchen:** Thank you.

**The Chair (Mr. Grant Crack):** Well, thank you very much again. You've been thanked on numerous occasions, but again, we really appreciate it. Keep up the good work. We need our coaches and you're perfect examples of success. So thank you very much, and have a great afternoon.

**Ms. Sheilagh Croxon:** Thanks.

**The Chair (Mr. Grant Crack):** This meeting is adjourned.

*The committee adjourned at 1622.*









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# Official Report of Debates (Hansard)

Monday 28 April 2014

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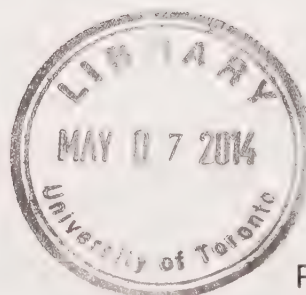
Lundi 28 avril 2014

## Standing Committee on General Government

Pan/Parapan American  
Games review

## Comité permanent des affaires gouvernementales

Étude portant sur  
les Jeux panaméricains  
et parapanaméricains



Chair: Grant Crack  
Clerk: Sylwia Przedziecki

Président : Grant Crack  
Greffière : Sylwia Przedziecki



**The Chair (Mr. Grant Crack):** Okay. Very good. I believe we have consensus—not unanimous—to vote on the motion at this particular point. So I will call for the vote and if there's any further discussion.

**Mr. Paul Miller:** Mr. Chairman, I will have some amendments. I'm not prepared to vote on it right now. We received the letter from Mr. Sousa addressed to Mr. Bisson. This is the first I've seen of this today. It was just handed to me an hour ago. I haven't had time to digest it. So I will not be going ahead with this at this time, and if you are going to vote on it, I'm asking for a 20-minute recess to discuss with my House leader.

**The Chair (Mr. Grant Crack):** That is your privilege before a vote to request a recess.

**Mr. Paul Miller:** Thank you.

**The Chair (Mr. Grant Crack):** So if you're requesting a recess to have discussions, that would have to receive consent from the committee. If I call for the vote, then you are entitled to a 20-minute recess prior. But then when we come back—

**Mr. Paul Miller:** Prior to the vote. Not after.

**The Chair (Mr. Grant Crack):** —we automatically go right straight to the vote.

**Mr. Paul Miller:** So you can do that. Then prior to the vote, I can ask for a recess.

**Mrs. Donna H. Cansfield:** No.

**Mr. Paul Miller:** You can't go ahead now—

*Interjections.*

**The Chair (Mr. Grant Crack):** Let me clarify it again. If you're asking for a recess right now, then we'll need consent of the committee for that.

**Mr. Paul Miller:** Okay, that's fine. I'm asking for a recess. And is it appropriate that I would be able to—I'm just asking, Chairman, for direction here. Would it be appropriate for me to be able to put amendments in as well while we're discussing the bill?

**The Chair (Mr. Grant Crack):** That is always a member's privilege.

**Mr. Paul Miller:** Thank you. That's fine.

**Ms. Dipika Damerla:** We haven't agreed to a recess yet.

**The Chair (Mr. Grant Crack):** No. Okay—

*Interjections.*

**The Chair (Mr. Grant Crack):** I would need, as Chair, and an impartial Chair—I would request consent of the committee in order to have a 20-minute recess. If that is denied, then I will call for the vote, and then he's entitled to a 20-minute recess.

Any further debate?

**Mr. Paul Miller:** Mr. Chair, I want to do the amendments before the vote on whether to adjourn for 20 minutes. I want to do amendments now.

**The Chair (Mr. Grant Crack):** Do you have an amendment right now that you would like to put on the floor?

**Mr. Paul Miller:** Yes. I want to change the dates for the people from the public to come in. I want to change some of the dates. But I need a 20-minute thing to discuss the changes of the dates on the amendment—

**The Chair (Mr. Grant Crack):** Okay. I'm going to ask the committee: Is there consensus for a 20-minute recess? In the event that that's granted, then we would go through the process of allowing amendments and then calling a vote on the amendments and the recesses and things like that.

There's no consent to a 20-minute recess at this point. What I'm going to do is, I'm going to call the vote.

Now, the other option, Mr. Miller, is that instead of a 20-minute recess, you would be entitled to request the committee for a five- or a 10-minute recess, if they would consider that as well.

**Mr. Paul Miller:** Whatever you feel, in your position, Mr. Chairman, that I'm entitled to for recesses, I will take.

**The Chair (Mr. Grant Crack):** Okay. So it's up to the committee, if the committee wants a recess.

**Ms. Dipika Damerla:** No.

**The Chair (Mr. Grant Crack):** So that is denied—

**Mr. Paul Miller:** When do I get to put my amendments in if you call the vote?

**The Chair (Mr. Grant Crack):** Right now.

**Mr. Paul Miller:** Right now, before the vote? You can vote on amendments after the main body of the motion, right?

**The Chair (Mr. Grant Crack):** Say that one more time?

**Mr. Paul Miller:** You can deal with amendments after the main vote on this—

**The Chair (Mr. Grant Crack):** No.

**Mr. Paul Miller:** Okay. So I want—

**The Chair (Mr. Grant Crack):** Any amendments have to come; otherwise, I'm calling for the vote.

**Mr. Paul Miller:** Okay. My first amendment: Change “May 5” to “May 12,” and I'd like 20 minutes to discuss that.

**The Chair (Mr. Grant Crack):** So from “May 5” to “May 12” has been the request from Mr. Miller.

1420

**Mr. Paul Miller:** That's the first amendment.

**The Chair (Mr. Grant Crack):** That's the first amendment. Further debate? Those in favour? Those opposed? The motion is defeated.

I shall call the vote. Those in favour?

**Mr. Paul Miller:** Where's my recess? I asked for a 20-minute recess to discuss the change in the thing. You denied me a recess?

**The Chair (Mr. Grant Crack):** No, I did not, sir.

**Mr. Paul Miller:** You did. You voted. You're voting.

**The Chair (Mr. Grant Crack):** Well, I had called the vote. I said, “Those in”—

**Mr. Paul Miller:** No. You told me I'm entitled to—with all due respect, Chairman, you told me that I'm entitled to a 20-minute recess on my amendment, and now you're saying I'm not.

**The Chair (Mr. Grant Crack):** Mr. Miller, I had indicated that I was calling for the vote. I took my time. I said, “Those in favour.” Six members of the committee put up their hands. Then I said, “Those opposed?” Then



you requested the 20 minutes. So I would say you're too late.

**Mr. Paul Miller:** This is totally unacceptable.

**The Chair (Mr. Grant Crack):** Thank you very much. The motion is carried.

**Mr. Paul Miller:** This will be reported.

PAN/PARAPAN AMERICAN  
GAMES REVIEW  
TORONTO 2015  
ORGANIZING COMMITTEE

**The Chair (Mr. Grant Crack):** It gives me great pleasure to welcome our first deputant or presenter this afternoon. We have from the Toronto 2015 Pan Am/Parapan Am Games Organizing Committee the senior vice-president of communications, Neala Barton. Welcome, Ms. Barton. You have five minutes to make your opening statements, followed by up to 25 minutes of questioning and/or comments from the three parties, and, following that, another 10 minutes.

I'll wish you good luck. The floor is yours.

**Ms. Neala Barton:** Perfect. Thank you, Mr. Chairman and committee members. I appreciate the opportunity to come to speak to you about the Toronto Pan Am and Parapan Am Games. It's a very exciting initiative for Toronto and the greater Golden Horseshoe region.

My name is Neala Barton, and I'm the senior vice-president of communications and media relations for TO2015. I have been in this position since April 14—so exactly two weeks—so I'll do my best to answer the committee's questions and clarify issues to the best of my knowledge, based on the time that I've been in this role.

I'm extremely pleased to have the opportunity to work on these games and tell Ontario's story. We're planning the largest international multi-sport event ever held in Canada. The world is going to notice us, and based on what I've seen so far, it's going to be impressed. I think the people of Ontario will be, too. The impact of these games will last for decades in this province.

As you might know, I recently moved back to Ontario from Alberta. When I moved to Alberta, it didn't take long for me to understand that Calgary is still benefitting from having hosted the Olympics almost three decades ago. The venues built for those games are still used for training by top Canadian winter athletes. The oval there is still known as the fastest ice on earth for speed skaters.

Not only does Calgary have the facilities, it has the expertise, and that expertise was gained by people who volunteered and worked at the 1988 games. People seek out Calgary as a place to train because they have the facilities and the skills to share. Now, we're building the same foundation for summer sport here in Ontario, and that will have an impact for generations.

Sport has an amazing way of binding people and communities together, and I have been so lucky to see and experience that first-hand in my life. Whether it was the time I spent as a high school sports enthusiast, as a

sports camp counsellor in Ottawa, as a volunteer high school basketball coach or as a local reporter in Edmonton covering the Oilers in the Stanley Cup finals, I've seen the positive changes sport can bring to the young people in this province, to their families and to the neighbourhoods and communities where they live.

Because of what I've seen, I don't think you can only measure the true potential impact of these games in terms of dollars and cents, because there will be countless benefits that are impossible to quantify. Whether it's a 10-year-old who decides to take up volleyball because she watched it at the games; a Canadian athlete who gets to qualify for the Olympics in front of his family; or two volunteers who meet on the job and become friends for life, there will be thousands of stories like those that shape the legacy of these games.

My job at T02015 is to help tell these stories, to make sure people know how to make the most of these games in their communities, and to spread the excitement of hosting this once-in-a-lifetime celebration of sport and culture throughout Ontario and Canada.

In closing, while I'm new to the job, I am tremendously excited about the road ahead. I look forward to helping T02015 deliver the games in a way that all Ontarians and Ontario taxpayers can be proud of.

Thank you. I'd be happy to take your questions.

**The Chair (Mr. Grant Crack):** Thank you very much. I believe the witness is here at the request of the third party, the NDP. Mr. Miller, you can begin with your 25-minute line of questioning.

**Mr. Paul Miller:** Thank you, Mr. Chairman. I'll try to be easy on you, even though they upset me.

**Ms. Neala Barton:** Thank you.

**Mr. Paul Miller:** Actually, Ms. Barton, can you tell me how you got your position with former health minister David Caplan? How did you get that job?

**Ms. Neala Barton:** I believe I was looking for opportunities on the political side at that point. I was a bureaucrat in Cabinet Office on a short contract. I was keen to pursue politics because I thought it was a great way to make a difference, and I was very interested in health.

**Mr. Paul Miller:** Okay. Do you have any family or a professional relationship with David Peterson?

**Ms. Neala Barton:** No.

**Mr. Paul Miller:** You don't know him at all?

**Ms. Neala Barton:** I hadn't met him until last week.

**Mr. Paul Miller:** Okay. Great. Can you tell me how you found out about the job opening for your current position?

**Ms. Neala Barton:** Yes. I was approached about the position back in February and then had some ongoing discussions—

**Mr. Paul Miller:** You were approached?

**Ms. Neala Barton:** Yes.

**Mr. Paul Miller:** Okay. Were you hired by Ian Troop or Saäd Rafi?

**Ms. Neala Barton:** Saäd Rafi, yes.

**Mr. Paul Miller:** So he approached you.

**Ms. Neala Barton:** Yes.



**Mr. Paul Miller:** He would be the man that approached you. Did you have any previous relationship with either Ian Troop or Saād?

**Ms. Neala Barton:** Not with Ian. Saād certainly—

**Mr. Paul Miller:** Worked with you in the—

**Ms. Neala Barton:** He was Deputy Minister of Health when I worked for—

**Mr. Paul Miller:** So he worked with you and David Caplan in that ministry.

**Ms. Neala Barton:** He was not deputy for David Caplan. He was deputy for Deb Matthews.

**Mr. Paul Miller:** Okay. How did the interview process go? What did you bring to the table and what interested them to pick you, being a former employee of that ministry?

**Ms. Neala Barton:** Well, I think it really came down to my experience and what they needed to find for TO2015. Obviously, we have a very short but long road ahead, if I can be so clear, in the sense that we have a lot to do in a very short period of time, so a lot to work through, a lot of potentially complicated communications challenges, a lot of big initiatives to announce in the Toronto region and the Golden Horseshoe region, where I have media contacts and I have handled some high-profile situations from a media perspective and a communications perspective.

**Mr. Paul Miller:** So on the system to choose a candidate, obviously you wouldn't be exposed to anyone else who had applied. You'd have your own personal interview. Do you feel there was any leaning towards you because of your political connection in the past?

**Ms. Neala Barton:** Oh, no.

**Mr. Paul Miller:** You don't feel that that that played a role? It was on your expertise and your many years of experience. Is that what it was?

**Ms. Neala Barton:** Well, the reality is, I can't help the fact that I did work in politics before taking this job, so that is—

**Mr. Paul Miller:** No. So was your expertise and your experience in the field?

**Ms. Neala Barton:** I certainly have been able to deal with some complex communications issues in my time in government.

**Mr. Paul Miller:** Okay. Are you aware of either of your previous bosses, Dalton McGuinty or Alison Redford, contacting Saād or David Peterson to bring your name forward?

**Ms. Neala Barton:** I'm not.

**Mr. Paul Miller:** He contacted you directly with no—you weren't aware of them stepping up to the plate, so to speak.

**Ms. Neala Barton:** No.

**Mr. Paul Miller:** Okay. That's good. In your current position, your hiring seems to coincide with increased scrutiny and media coverage of the government's handling of the Pan/Parapan games. Was there a specific issue or reason you were brought into this role at this time? Is there something they felt you could do to—how would I say this politely—soften the blow?

**Ms. Neala Barton:** I can't say specifically anything around that. I can say certainly that my understanding is that I was approached for my communications experience and the fact that there are a number of things that we have to roll out over the next year. That's where my focus will lie. There's a fantastic story to be told about the Pan Am Games. Certainly we'll all, around this table, hear more about it in the coming months and coming year. I was brought in to help communicate that story.

**Mr. Paul Miller:** Okay. While reading through the boxes of the Pan Am Games files, which I've been doing and my staff have been doing, it is clear that the government is worried about any negative media coverage of the games. Market research, media scans and social media analysis are all highlighted in ministerial briefings, which I and my staff have read. How frequently do you use private companies for media monitoring and market research?

**Ms. Neala Barton:** In this role, I'm not entirely sure. I haven't been briefed on any of our private company involvement. I know we certainly would have some private companies who would work with the games based on contracts that would have—

**Mr. Paul Miller:** And how long have you been in this role?

**Ms. Neala Barton:** Two weeks.

**Mr. Paul Miller:** And they haven't briefed you at all on any of that?

**Ms. Neala Barton:** I know certainly we would have someone monitoring social media. I'm aware of a company that would do that. Beyond that, I can't speak in great detail about what services we use.

**Mr. Paul Miller:** Wow. The games are only, what, 15 months away? Fourteen?

How often are you briefed on the issues that are ongoing?

**Ms. Neala Barton:** I received a high-level briefing when I arrived about some of the issues that are ongoing. Certainly I know what I've read through the news. But really, my focus for the last two weeks has been getting up to speed in the organization, meeting my staff, spending time with them, getting to know my colleagues and what I'm supposed to be there to deliver.

1430

**Mr. Paul Miller:** Could you tell us how much is being spent on monitoring media coverage of the games?

**Ms. Neala Barton:** I don't have that figure. I'm sorry.

**Mr. Paul Miller:** Could you get that for me, please? And whose initiative is this, to spend money on monitoring media coverage of the Pan Am Games? Whose idea was that?

**Ms. Neala Barton:** I wouldn't have been there when they contracted that out or—

**Mr. Paul Miller:** But they did contract it out?

**Ms. Neala Barton:** I don't know. Beyond social media, I can't speak to that in great detail.

**Mr. Paul Miller:** Well, it's my understanding they did, and I'd like to know who they hired to monitor media coverage of the Pan Am Games, how they can deal



with issues that crop up, and whose initiative it is. So if you can find out who did that, I'd appreciate that. That's on record.

How much of your personal time is spent monitoring the media?

**Ms. Neala Barton:** At this point, very little.

**Mr. Paul Miller:** Will it take a good part of your time?

**Ms. Neala Barton:** Well, certainly, for my job, I have to understand what's happening in the media, not just around Pan Am, but across Toronto and across the GTHA, across Canada.

**Mr. Paul Miller:** Will you have any decision-making or preference or direction to what private media companies could be or will be hired to deal with this specific issue I brought forward? Will you be in the process to choose those ones that you may have dealt with in the past or you may know or have been friendly to the government? Would you know anything of that?

**Ms. Neala Barton:** I wouldn't, no. I assume anything that we would procure would go through an open and competitive process.

**Mr. Paul Miller:** Given the increasing cost of the games and the climbing provincial deficit, does the minister think this is an appropriate use of taxpayers' dollars?

**Ms. Neala Barton:** The Minister of Tourism?

**Mr. Paul Miller:** Yes, the Pan Am minister.

**Ms. Neala Barton:** I haven't had any interaction with him directly.

**Mr. Paul Miller:** You've had no interaction with the deputy minister?

**Ms. Neala Barton:** I've met him, but we haven't spoken directly about media monitoring.

**Mr. Paul Miller:** Creating interest: Given that at the time of the Pan/Parapan Games, the GTHA residents will also be able to view, at the time—as you know, there will be ongoing major league baseball, the Blue Jays, major league soccer, and probably a wide array of other outdoor sports that are ongoing. Is there any concern about creating interest to both sell tickets and attract corporate sponsors to Pan Am when they're already sponsoring maybe those other professional teams? Is that going to be a challenge for you, to get money?

**Ms. Neala Barton:** I don't know that it's been a challenge so far. I do know that we are going to continue to work hard to make sure people are aware of the games. We launched our volunteer recruitment initiative just before I started, about a week before I started, actually, and so far we've seen more than 11,000 people step up and put their name forward to indicate interest in volunteering. That was a tremendous interest in a very short time. So judging by that interest, I would say that we're well positioned when it comes to selling tickets.

**Mr. Paul Miller:** Athletics Canada spokesman Mat Gentes states that, "Toronto is a great market, but for some reason track and field has difficulty surviving there.... But things get lost in Toronto. There's a lot of pro sports, a lot of options for people and it's hard to

differentiate yourself." But I know that track and field plays a huge role in the Pan Am/Parapan Games.

Do you feel that there's going to be—they wanted to run one, actually, an all-Canadian event, this year in Toronto, and it got cancelled for lack of funding. Through the development of our athletes to get them into the Pan/Parapan games, do you feel this would—they've run it for three years. This would have been the fourth year for their track and field meet for all different levels, and obviously they had to cancel. Is that because of the Pan/Parapan games and the lack of funding from the ministry, do you believe? Or is it because the focus has been on the Pan/Parapan?

**Ms. Neala Barton:** I wouldn't be in a position to speak to that, as I wouldn't be aware of the details about why that event is or is not going forward. I do know that we're very excited about the opportunities for track and field athletes.

**Mr. Paul Miller:** Well, I'm excited too, but I just want to make sure that it doesn't end up on the shoulders of the taxpayer of Ontario. As I've stated in the past, I personally have, over the years—I'm giving my age now, but I saw what happened in Montreal and I certainly was well aware of what went on there. There were some problems in Vancouver. Calgary—there were some legacy problems there, too. They still have good venues there, but they've had some problems. And some of the venues that were left after the Olympics in Montreal actually are boarded up and there are weeds growing all over the place.

Do you feel that overall, we can be very excited about the games? I certainly would love them to be successful and bring in the tourism. But remember, it's only a few weeks. Do you have any fear, in your marketing skills or your corporate outreach, that you will be able to maintain an ongoing legacy with these venues after the games?

**Ms. Neala Barton:** I think people are already very excited about the ongoing legacy after the games. If you look at the cycling community, for example, that velodrome is going to become the second place in North America where they can train. It means Canadians won't have to go down to the United States to get their training. I know that community is tremendously excited about having that piece of infrastructure in place. I know there's also a legacy fund associated with three of those pieces of infrastructure that's going to allow us to continue and bring those events to Ontario. That means sport tourism for Ontario, which is a great thing, and it means opportunities for athletes to stay home and train where they're close to family.

**Mr. Paul Miller:** My concern is that after the games are over, the municipalities, whether it be the stadium in Hamilton, the velodrome—as you mentioned, very nice, but how much use it'll get we'll see, and whether the athletes are prepared to come here or they will build their own facilities, which they did in London. They have built other venues where they've had Pan/Parapan and Olympic stages. They've done that. So it may be one of two in North America. Hopefully the athletes—because



not all of North America will be enough to maintain that on a yearly basis. I hope that the local bike clubs and things get access to that and not just the high-level athletes. The people who pay the taxes should be entitled to use those venues as well, and I hope they're moving in that direction.

Basically, I'm surprised. I must be frank: I'm a little surprised they brought you in all the way from out west. You had left the province, got another job and they brought you back. I wish you all the best. It's an interesting development. We'll certainly be keeping an eye on what happens. Hopefully you fill your role to your utmost and we have a successful games. We certainly appreciate you coming in and travelling that far to—well, you're back now.

**Ms. Neala Barton:** I'm back now.

**Mr. Paul Miller:** You're back now to deal with these issues. Thank you for your time.

**Ms. Neala Barton:** Thank you very much for your questions.

**The Chair (Mr. Grant Crack):** Thank you, Mr. Miller. We'll move to the government. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Ms. Barton, for coming. We will have no questions. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll move to the official opposition. Mr. Jackson?

**Mr. Rod Jackson:** Thank you for coming today. I know you're very busy and taking time out of your day to talk to us. It's much appreciated.

**Ms. Neala Barton:** Thank you for having me.

**Mr. Rod Jackson:** I have only a couple of short questions for you; I may have some follow-up. The first is that you mentioned earlier to Mr. Miller that they approached you. You were approached by Mr. Rafi—were you?—to apply for the job.

**Ms. Neala Barton:** Yes.

**Mr. Rod Jackson:** So you came in the midst of a time of some fair change at TO2015, which tells me that if they're after you and had a specific goal in mind for you, something that they wanted you to achieve, a mandate, if you will—what was the mandate they gave you once you got the job? They must have sat you down and said, "Neala, we came to you. We need you." Why do they need you? Why you, and what is it that they want you to do?

**Ms. Neala Barton:** I know they certainly want to ramp up communications as we get closer to the games. We're going to have a lot more opportunities to tell people about what's going on, to get them involved in the day to day around these games. I mean, just people from across the GTHA are really going to see this in their community. They're going to start to have more and more opportunities to interact, whether it's buying tickets, whether it's applying to be a torch-bearer. So I think they certainly wanted to put a finer point on communications within the senior leadership team.

I believe I was approached just given the fact that I've worked in complex situations around communications,

and the games have a lot of moving pieces, much like a government. There is a lot of change and you have to be able to move pretty quickly to adapt. And I think also just my experience with the Toronto area and GTHA media from my time here in Ontario.

**Mr. Rod Jackson:** Thank you for that. How much of your time—well, it's tough to tell; you've been here for two weeks. That's not very long. To be honest, I'm not quite sure why you got called to the committee at this point. It may be difficult for you to answer this question, but how much of your time have you or do you think you will spend liaising with the other communications departments? We just found out a couple of weeks ago that the secretariat had about 30 people, if you count the minister's staff, working in communications. There seems to be a lot of staff working in communications for the Pan Am Games. What is your staff complement? How much time do you spend working coordinating between your staff and P/PAGS and the minister's office?

**Ms. Neala Barton:** My staff complement is 14. They are not only focused on the day-to-day press releases, but also making sure that we have a number of publications that have to be produced for games time—manuals about various sports that need to go to associations, that kind of thing. So they are also responsible for that.

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Beyond that, I can't speak to what would exist within the secretariat. So far, I've only spent about an hour with Jennifer Lang, who is the director of communications over on the ministry side. I expect to regularly speak to her just to make sure that we are as coordinated as possible, but I can't speak to anything beyond that. I apologize.

**Mr. Rod Jackson:** No, I understand. It's tough, two weeks in, to have kind of an idea about what that relationship is. You don't even probably know some of those people over there quite yet.

Having said that, if I was—you know, take this or not—to give you any advice, it would be to make sure that you do communicate with them, because in the past, that seems to have been a major falling down point for the whole organization: a lack of communications going on between the secretariat and TO2015. It has caused some problems, as far as communications have been concerned.

The velodrome—you mentioned that quickly. You said that it's only one of two; I think the other one is in LA. I know there's an outdoor one in Atlanta, I believe, but it's not the same sort of premier training facility. My understanding is that the reason there is only one, so far, in North America, is because they consistently have become white elephants in the past. We've seen the Montreal velodrome become an arboretum in Montreal, very soon after it was used in the Olympics. They have a history of not being used that well after the games.

I understand there's a legacy project to help continue some of these projects into the future, which is a good idea, to have that sort of foresight. However, it is quite a task. Really, what you're talking about—Milton is a



beautiful place, don't get me wrong, but it's not exactly an international destination yet. It could be, if the velodrome is marketed properly and the communications are done well on it, not just after the games but now, to set it up for success later, because now is the time to promote it. What kind of plan do you have, as VP of communications, to make sure that that legacy doesn't just have money thrown at it, but it has resources in terms of a plan and plan execution to make sure that it has success into the future?

**Ms. Neala Barton:** I absolutely agree with you. It is something that we have to start now, and I know it's already been started and we're going to continue on with that process. I, obviously, a little bit after the games, won't be there any more to continue that on, and I expect that municipalities—

**Mr. Rod Jackson:** Sorry, I'm going to interrupt you, just quickly on that quick note. How long will you be with the games after they've finished? I know that the day they're over they won't just finish, but can you—

**Ms. Neala Barton:** I believe my contract is till September 30, 2015.

In terms of Milton, we have a number of test events, for example, coming up. That's where we get to test the tracks and test some of the systems that we'll have to use during the games. I believe there is one in Milton, and that's something that we're going to make sure that we promote, and make sure that people get to sort of see how this is going to work, see what it's all about, and that the cycling community gets some access to see what they'll be able to use, potentially. That's something that my team and I are going to continue to work out. I know we're all very excited about it, and I know the cycling community is excited about it as well. But I agree with you that we do need to start now and we do need to be able to show people how these infrastructure projects are going to leave a legacy in their communities, and what kind of a difference they're going to make.

**Mr. Rod Jackson:** Yes. Good. Thank you very much. I appreciate you taking the time to come in here. I know that you're coming in with only a couple of weeks under your belt. Hopefully we'll get a chance to talk more and get some updates from you in the future. Again, I appreciate you coming in and talking to us today.

**Ms. Neala Barton:** Thank you for having me.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Jackson. That concludes round one. Now we have the 10-minute round. Mr. Miller.

**Mr. Paul Miller:** I don't think I'll be taking 10 minutes. Basically, I've got one question. Obviously, you knew there was some controversy over Mr. Troop's bonuses and his expenditures and whatever—the parking tickets and all the things like that. Now, are you under contract?

**Ms. Neala Barton:** Yes.

**Mr. Paul Miller:** Okay. When you signed your contract, were there any performance bonuses? Are you staying a year after the event, like he was? Is there a severance package? How does that work?

**Ms. Neala Barton:** I believe both of those would be included.

**Mr. Paul Miller:** So you do get a severance, if you stay the year after for the cleanup and everything.

**Ms. Neala Barton:** I believe it's if I fulfill my contract. At the end of the day, that's based on your performance. It's also based on—sorry, my individual performance, and our ability to achieve our goals as an organization.

**Mr. Paul Miller:** So there are incentive bonuses, there's a severance bonus and there's a performance bonus. All three?

**Ms. Neala Barton:** I don't believe there's a severance bonus.

**Mr. Paul Miller:** So there's two at least.

**Ms. Neala Barton:** There is a completion payment—

**Mr. Paul Miller:** A completion payment.

**Ms. Neala Barton:** —that has been—is known about publicly. It has been reported in many newspapers that this exists at the senior vice-president level. Because of when I'm joining the organization, I would not qualify for the same level that you would have read about in the paper. It is much lower than what you've read about in the paper because of the timing of when I'm coming on board to this organization. I can't speak to any performance, just in the sense that I haven't obviously—I've been here for two weeks—

**Mr. Paul Miller:** You haven't performed enough to get a bonus.

**Ms. Neala Barton:** I have not performed enough to qualify for anything, nor is anything on the table. So I—

**Mr. Paul Miller:** But it is part of your contract?

**Ms. Neala Barton:** It would be part of my contract.

**Mr. Paul Miller:** Now, do you negotiate your contract or does someone do it for you? An agent? Or do you do it yourself?

**Ms. Neala Barton:** I would have done it myself.

**Mr. Paul Miller:** You do that yourself. Have you ever negotiated contracts like this before with the government or is this the first time?

**Ms. Neala Barton:** This was—well, it wasn't with the government. It was with TO2015.

**Mr. Paul Miller:** Yes.

**Ms. Neala Barton:** I've negotiated other contracts with government and this was just another contract.

**Mr. Paul Miller:** That's all I want to know. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Miller. Ms. Damerla.

**Ms. Dipika Damerla:** No questions.

**The Chair (Mr. Grant Crack):** No questions. Mr. Jackson from the opposition?

**Mr. Rod Jackson:** No. Thank you very much for coming.

**The Chair (Mr. Grant Crack):** Wow. Congratulations. Thanks to all the members of the committee, and thank you for your remarks. We wish you good luck in your new role—

**Ms. Neala Barton:** Thank you.



**The Chair (Mr. Grant Crack):** —and all success in the games.

What we'll do right now as a committee—our next scheduled witness is at 3:50 p.m. They of course have not arrived at this particular point. So with the committee's permission, could we maybe take a break until further notice? Maybe 3:30 or something and we could come back? Let's plan on 3:30, 3:50, somewhere in there. I think that that would be reasonable.

Okay. So this meeting is recessed until 3:30.

*The committee recessed from 1447 to 1553.*

## CANADIAN OLYMPIC COMMITTEE

### COMITÉ OLYMPIQUE CANADIEN

**The Chair (Mr. Grant Crack):** I'll call the meeting back to order after a brief recess. We'll continue with our deliberations concerning the 2015 Pan/Parapan American Games and the Pan/Parapan American Games Secretariat.

We have with us the Canadian Olympic Committee and members thereof: the president, M. Marcel Aubut. Bienvenue. We have Caroline Assalian, the chief sports officer, and also board member Mr. Walter Sieber. We welcome you to the committee. We look forward to your comments. You have a five-minute opportunity for opening remarks, followed by a 25-minute round of questioning by each of the three parties, followed by another 10, if the members here wish to use the entire time.

Thank you very much for coming. The floor is yours, and we look forward to your presentation.

**Mr. Marcel Aubut:** Thank you, Mr. Chair. Thank you, all of you, for the opportunity. I am delighted to address you in my capacity as the president of the Canadian Olympic Committee.

Je suis très heureux d'être ici pour vous parler au nom du Comité olympique canadien. Bien entendu, comme vous le savez probablement tous, mon expérience était surtout une expérience du sport professionnel.

My main experience comes from professional sport. I have been involved in high-performance sport as a board and executive member of the Canadian Olympic Committee since 2005 and as the president since 2009. I am a volunteer—je suis bénévole—president of the Canadian Olympic Committee, president of the Olympic foundation, board member of Toronto 2015 and other sport organization boards.

My team and I have worked since 2009 to transform the sport system in the country, to make it more efficient in order to win medals and improve our society through sport. Therefore, we place athletes and coaches at the centre of everything we do. They are the reason why we exist. We could do this if sport is a priority in this country and if we host, at home, the best sport events in the world. At the same time, we will achieve a legacy that guarantees a brighter future.

The government of Ontario is a critical partner in delivering these games. We want to tell you how much

we appreciate what you have done so far, but you won't be surprised to hear that we are looking for more.

These games are not only an Olympic product; they are a product of Ontario, a product of Toronto, and a product of Canada. According to the latest Sportcal poll released three weeks ago and confirmed at SportAccord in Turkey, Canada is now ranked second in the world in hosting major sport events—we were fourth last year. It's great, but we have to live up to our good reputation and deliver every time.

Canada has hosted Pan American Games, Commonwealth Games, Universiades and three Olympic games, with Vancouver 2010 being the most recent. The Vancouver games were realized to their fullest potential. They were a source of pride for the city, the province and changed totally our country, and that momentum was a huge part of the success we just got in Sochi, away from home.

After Vancouver 2010, heroes emerged from the youth of this country. After the 2015 games in Toronto, youth of all races, religions and socio-economic backgrounds will be changed forever because they will have been transformed and exposed to what the human spirit could achieve through the pursuit of excellence.

Youth who are exposed to heroes learn to aspire to excellence themselves. The impact on our youth, and society at large, is the most important legacy of any major sport event. Sport matters, and these games matter.

Today, we have a unique opportunity at the right moment in Toronto, Ontario. This region has not hosted a multi-sport games of this magnitude since 1930—85 years ago. Incredible, and unacceptable. In addition, this region has tried twice—unsuccessfully—to host an Olympic games.

The Pan Am and Parapan Am Games are the largest sporting events ever held in our country, including Vancouver—bigger than the Vancouver games. These games are an opportunity to leave a legacy on the city, the province and the country—a legacy both of bricks and mortar, and a legacy for its citizens. The potential of these games is unlimited. Sport is a positive force on our society. With all due respect, ladies and gentlemen, this is above politics—it's bigger than this.

At the Canadian Olympic Committee, we understand this opportunity, and therefore have instructed—we gave them instruction at all national sport federations to fully cooperate in sending the best athletes and, for the first time, achieving a top-two country rank at the Pan Am Games.

These games have an opportunity to be a game-changer for this region. It could pave the road to other major sporting events in this city and province. We only have one opportunity to get it right; this is not a recurring event. One chance, and it's now.

The Toronto 2015 Organizing Committee is a very strong organization with lots of multi-sport organizational experience. He was at VANOC; I was at VANOC. We know the big business as far as delivering multi-sport events. Those guys are good—very good. They absolute-



ly deserve our full support, unwavering encouragement and unquestionable confidence to deliver these games at the highest level never done before, at the highest level possible.

The 2015 Pan Am/Parapan Am Games are our games—yours and ours. We must deliver them together. They cannot be done successfully any other way.

Thank you for your time. I hope I'm okay in my limit, and we are here for your questions.

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**Le Président (M. Grant Crack):** Pas de problème.

**M. Marcel Aubut:** Merci beaucoup.

**Le Président (M. Grant Crack):** De rien. Merci à vous aussi. C'est au gouvernement, oui?

Thank you very much for your presentation. We'll pass it over to the government right now: Ms. Damerla.

**M<sup>me</sup> Dipika Damerla:** Merci beaucoup. Bonjour.

**M. Marcel Aubut:** Bonjour, madame.

**Ms. Dipika Damerla:** I was very impressed by the passion in your speech. Thank you so much. I was struck by two things that you said. One was that it's time for Ontario to host, given our role in Confederation. We are one of the largest provinces. It's time for us to be hosting a large, international games of the scale of the Pan/Parapan Games.

The second thing that struck me is that these games ought not to be about politics, and we couldn't agree with you more because this really is about the people of Ontario. This really is about our collective pride, regardless of which party we belong to. We all want this to be successful. Thank you so much for echoing the sentiments that this committee has been working towards.

I just have a few questions for you. Let me just begin with the legacy piece that you spoke about. One of the things that I understand is that because of what we are building here in Scarborough, the aquatics complex, the Canadian sports—CSO, is that the Canadian sports organization?

**Ms. Caroline Assalian:** CSIO.

**Ms. Dipika Damerla:** —is going to be moving now its head office to Ontario. I was just curious: How important is that and what does that mean for Ontario?

**Mr. Marcel Aubut:** Thank you very much, first of all, for your compliments. We appreciate it. We are talking about the biggest city of our country, you know? That's the financial capital of our country. This city deserves that kind of event, and I can't believe 85 years without it.

As far as your precise questions, I will pass it to my colleagues on the right. You know who Walter Sieber is: He's a member of the sport program commission of the International Olympic Committee—a Canadian who is on that committee is really a very big thing. He is in charge, also, of legacy at the 2015 board. Walter, the floor is yours.

**Mr. Walter Sieber:** Thank you very much. It's a very good question. Sports institutes in this country play a crucial role in preparing athletes for world championships and Olympic Games. As you know, we have a program in this country, Own the Podium, and they distribute money also to the sport institute.

I have to say that when the sports institute is integrated in a university, it's always a very good sign because, as you know, in a university you have research, you have a phys ed department etc. I think it was time for Ontario to get a real institute of sports. This was, by the way, one of the major reasons why the COC, years back before the bid was first going forward—this was one of the visions of the COC: that in Toronto you would have an institute of sport.

**Ms. Dipika Damerla:** Thank you. Mr. Aubut, you've had a lot of experience, obviously, on the Canadian Olympic Committee, and you have some experience with other jurisdictions who have hosted these games, and now you are here as part of the board of the executive committee. So I just wanted to ask you: Given all of your past experience and now that you've spent some time on the TO2015 board as a director, tell me what makes these games special, in your view, compared to other Canadian jurisdictions that may have held similar games. What are we doing different or better?

**Mr. Marcel Aubut:** I would say that being the biggest show, the biggest organization, hosting so many athletes, hosting so many people from outside, and the logistics of this and also to do it in a city when they didn't have it lately here—it's an absolute encouragement and the commitment to do it even better than any time before. I think these games are going to be very close to the quality of the level of the Olympic Games. There's nothing less than Toronto could do is to have the best games ever in the history of the Pan Am Games, and they are on the verge to do it. The direction is right. The management in place—I have confidence. It's an Olympics product—I'm Olympics in Canada. I'm telling you that I am totally confident now that we are going to succeed and deliver the games at that level.

What makes it special? It's not a winter games. It's summer, and it's bigger, and it's the first time that we'll do something of that magnitude in the biggest city in our country. That's what probably encourages and motivates us the most.

**Ms. Dipika Damerla:** Here in government, we feel that in this set of games we are doing three things very differently from anybody before us. One is the fact that we have deliberately decided that our facilities won't be in one place like most games. Instead, we have decided to spread the facilities around southern Ontario because we want Ontarians from different parts of the province to benefit from the legacy of the games.

The second thing we believe we are doing differently is that we are planning the legacy piece from the get-go. The legacy isn't an afterthought—"Let's get the games, let's get it built, and then we'll worry about what to do with the facilities." We, as a government, have, from the get-go, really been focused on not just building and getting to the games, but what we will do with a facility once the games have gone to make sure that it doesn't become a white elephant.

The third thing that I believe this government has done very differently: These are the most open and transparent



games ever. As a government, we voluntarily brought the games under FIPPA, freedom of information. No other jurisdiction has ever done that. Expenses are online. As a board of directors, you probably already know that your expenses are online.

I just wanted your thoughts on these three things that we are doing differently.

**Mr. Marcel Aubut:** I think the explanation you are giving us as far as spreading makes a lot of sense. The facilities, after that, are going to be right on-site for those who really need them, instead of being centralized.

As far as the governance and the open information, I never saw that before.

**Mr. Walter Sieber:** I might just add one little remark about the regionalization of the sports. This, in fact, is a unique opportunity to have many sports in the greater Toronto area. This would not be possible for the Olympic Games. When you talk about legacy, it is true; you have legacies all around, and I personally feel extremely comfortable that there will be a real legacy in all of these municipalities after the games in 2015.

**Mr. Marcel Aubut:** I will add, very modestly, that we are the ones who chose Toronto. It's the Canadian Olympic Committee that made the choice, with the support of the locals, of course. But as far as choosing and going to Toronto, that was my organization's choice.

**Ms. Dipika Damerla:** That's interesting. Do you mean in terms of when the bid was made?

**Mr. Marcel Aubut:** Yes. It was we who said, "In the whole country, nobody should go against Toronto. We are behind Toronto to bid for the games." That was our choice, and I was on the board at that time.

**Ms. Dipika Damerla:** That's an interesting insight that I did not know.

How do you think we are doing in terms of the rollout, the planning?

**Mr. Marcel Aubut:** The last boards were very encouraging. The attendance at the board is huge. The engagement is huge. They are starting to feel the pressure about the time left; it's like tomorrow. I am feeling very well, sleeping at night, about the success of these games now.

**Ms. Dipika Damerla:** Just coming a little bit to the nuts and bolts of the 2015 board itself, could you perhaps walk us through who exactly appoints the members of the board?

**Mr. Marcel Aubut:** There are some who come from government—this government, the federal government—from the COC, and from different sport partners who have an interest in the success of this. It's just a normal way. The process is very well followed, and the quality of the board is at a very, very high level, too.

**Ms. Dipika Damerla:** Essentially, what you're telling me is that all levels of government are involved.

**Mr. Marcel Aubut:** All levels have got a big stake in it.

**Ms. Dipika Damerla:** What is the exact relationship between Toronto 2015 and the three levels of government and the COC and CPC? How does it all fit in?

**Mr. Marcel Aubut:** As I was saying, it's above politics. I think we could see, as far as the relations of those five or six different partners, that they put everything on the side as far as "partisanerie" and just work together. We have no choice. The reputation of our country, our province and our city—let's do it together right away. There is no more of that waste of time of arguing for little things.

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**Ms. Dipika Damerla:** Are you part of any negotiations to try and secure sponsorships or additional partners for TO2015?

**Mr. Marcel Aubut:** We all help. Board members are there as an asset, to help management to open doors and achieve the deal we need to get the revenue in.

**Ms. Dipika Damerla:** Tell me a little bit about the athletes. They are the centrepiece of the games. The venues are nice, but at the end of the day it's about these athletes who are going to go out there and—I always like to say that every single athlete at that starting line carries not just his or her own aspirations but the aspirations of millions of people of whichever country they're representing. So it's an amazingly emotional, very powerful, thing.

A few times, I've attended the women's Paralympic basketball team—oh, sorry. I always get the name—is it Parapan Games basketball team, wheelchair basketball? They're so pumped to represent Canada here on home turf. So tell me a little of your interaction with athletes and what they are feeling.

**Mr. Marcel Aubut:** Thank you for the question, because the athletes are everything. It's the core business. That's what we changed so much in 2009—coaches and athletes. That's why we exist. We are fortunate enough to have the chief of sport—that woman on my left—of the whole country. When we have great medals, that's because of her, and when we don't have any, that's still her. I would like her to really answer this. She is pushing us so hard, who are coming from everywhere, professional sports, businesses and everything, about remembering that the core business is the athletes and coaches.

Go ahead, ma'am.

**Ms. Caroline Assalian:** Thank you. We've all seen it—and our president has mentioned this in his opening remarks: the power of athletes on everyone. We talk about the youth, but it is on me as an adult just as much as it is on kids. I think bringing the games to this area stimulates the private sector, but it also brings youth closer to sport and makes them understand sport beyond hockey and basketball; right? So there are kids who dream about being an archer or dream about modern pentathlon. These are things that kids—if they don't like basketball and they don't like hockey, where do they turn to? These games expose youth to 36 different sports. At the end of the day, we all feel pride when we see a Canadian athlete perform, regardless of male, female, where they're from, all of that. It cuts across all of that, and it unites us all. That is the power of sport and it's what the athletes do. Seven hundred and fifty athletes will be here—



**Ms. Dipika Damerla:** Wow.

**Ms. Caroline Assalian:** The largest ever in a Canadian team, ever.

**Ms. Dipika Damerla:** So if one piece is the athletes, the other piece we believe is the people of Ontario. We want 20,000 volunteers to be part of these games, and I'm told that's the largest marshalling of volunteers in peacetime in the history of Canada. So tell me: Are you involved in that, and how is that going—the volunteer engagement piece?

**Mr. Marcel Aubut:** From what I heard at the board—because we are not day-to-day operators, as you know. That's going to be the biggest contingent ever as far as volunteers. I think the system about educating them to make sure they know what they have to do—because I just arrived from Sochi, and what touched our hearts the most, besides the medals, of course, is the smiles of the young Russian volunteers who were really trying to please us, trying to show the route, trying to give us the information. That's probably the best souvenir I have from the Sochi Games. We need that same impression in Toronto after they leave the city.

**Ms. Dipika Damerla:** We'll be on show. It will be our chance to show what a great country we are. Thank you so much. Merci beaucoup.

**Mr. Marcel Aubut:** It's not a show for Toronto and Ontario; it's a show for the two Americas. It's the whole world who are going to have their eyes on this city for two or three weeks.

**Ms. Dipika Damerla:** Thank you so much.

**The Chair (Mr. Grant Crack):** Thank you very much, Ms. Damerla. We'll move to the official opposition: Mr. Jackson.

**Mr. Rod Jackson:** Sure. Thank you very much for coming today. I really appreciate you taking the time and effort to come and speak with us about the Pan Am Games today. I think all of us can agree that the Pan Am Games represents a tremendous opportunity for us to showcase Toronto and Ontario and all the surrounding hosting municipalities that are taking part in the games, and, not least, also showcase our athletes and leave them with an infrastructure. I think we all agree on that.

I just have a few questions for you. They're fairly simple and basic. Can you fill me in on how often the organizing committee of TO2015 meets?

**Mr. Marcel Aubut:** As far as the board, you are talking about?

**Mr. Rod Jackson:** Yes.

**Mr. Marcel Aubut:** Regularly. We have a regular schedule so that we know the dates ahead of time for the whole year. I would say it's every three months, but there are conference calls. There are additional meetings when we need them. You cannot say how many, but many enough to do our job properly.

**Mr. Rod Jackson:** Okay.

**Ms. Caroline Assalian:** Sorry, if I can just add, that's at the board level. On the management level, the staff at the Canadian Olympic Committee go to every Pan American Games and every Olympic Games, and we are

working with the management team at Toronto 2015 constantly.

**Mr. Marcel Aubut:** More than that, at the request of Pan Am Games chair Peterson and Saäd Rafi, the CEO, we just built a two-organization caucus that can meet at any time of the day and every time of the week right now as far as exchanging for solutions, exchanging for—because the Canadian Olympic Committee is the best expertise in sport in the country. We have lots of expertise. We did three Olympic Games, Montreal, Calgary and Vancouver, and we could help a lot. This connection, actually, is absolutely close to perfection right now.

**Mr. Rod Jackson:** Good. It's good to hear.

How long have you been a member of the board? Since the beginning?

**Mr. Marcel Aubut:** Me?

**Mr. Rod Jackson:** Yes.

**Mr. Marcel Aubut:** Yes, since the beginning.

**Mr. Rod Jackson:** And you're also a member of its finance committee. Is that correct?

**Mr. Marcel Aubut:** Yes.

**Mr. Rod Jackson:** Have you been a member of the finance committee from the beginning as well?

**Mr. Marcel Aubut:** I think so, yes. I think it's the same time.

**Mr. Rod Jackson:** And what are the responsibilities of the finance committee?

**Mr. Marcel Aubut:** I would say it's a bit of an executive committee. I always questioned the name of that committee. But it looks for me something like—there are three levels: management, finance committee and then the board. I always felt that was some kind of efficient power delegated from the boards, at the finance committee. I see it a bit like some kind of an executive with a smaller group about decisions that they are empowered to take, compared to the board decisions.

**Mr. Rod Jackson:** What kinds of decisions would the finance committee make?

**Mr. Marcel Aubut:** It's really related to the finance, following the revenue as far as corporate revenue, as far as expenditures. They are really, really going deep on this to make sure that when they report to the board, it's the right information. Also, they evaluate the risk.

**Mr. Rod Jackson:** How often do you receive detailed reports as a member of the finance committee?

**Mr. Marcel Aubut:** Before any meetings. We have a lot of information. The target for a guy like me is to make sure that I really do the best I can as far as reading everything, asking questions ahead of time and being efficient when I show up there. Especially with the way the governance and the boards work these days, people take the work very seriously, and they are prepared when they arrive.

**Mr. Rod Jackson:** How often does the finance committee meet?

**Mr. Marcel Aubut:** I would say there's a regular—it's about the same as the board. It's in addition to the board meetings. A guy like me, who has to go to the board, finance, some committee meetings and also—



**Mr. Rod Jackson:** Oh, I know all about committee meetings in addition to your responsibilities.

**Mr. Marcel Aubut:** I'm telling you, it's lots of work. But knowing the importance of the situation and this project for this city, this province and this country, that's the cost we have to pay, and we just pay it.

**Mr. Rod Jackson:** Yes. Your work as a member of the organizing committee and finance committee is voluntary. Is that correct?

**Mr. Marcel Aubut:** Is what?

**Mr. Rod Jackson:** Is it voluntary?

**Mr. Marcel Aubut:** I'll give you the list. Everything I do is voluntary so far, except for a bit of law firm.

**Mr. Rod Jackson:** A bit of a work on the side, right? Good. Well, we need more people who volunteer—

**Mr. Marcel Aubut:** We don't know what is a sideline anymore.

**Mr. Rod Jackson:** Yes, I understand.

Earlier, you said how much confidence you have in the leadership and the direction in which TO2015 has gone, but recently there has been a very significant shift in leadership at TO2015 that really doesn't indicate a lot of confidence in the way things have been done in the past. Can you explain why that transition happened and why there were three high-level executives who were released from Pan Am, how that transpired and why it's better today?

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**Mr. Marcel Aubut:** The way I see it—as I said before, I'm not somebody who is operating every day—it's a management decision, or recommendation, I should say, because a change of CEO is absolutely a board decision, and we did take that decision with the proper information.

It's not that everything that had been done before was wrong, not at all, but the new chairman—when you have a new leader, usually they just put people around, like any minister or any of these things, who they feel more comfortable with, even if there is a lot of credit being given to the previous chair and previous CEO.

But according with his view, that was good but not good enough; he recommended to this board to make a change, and we supported him. The decision was a board decision.

**Mr. Rod Jackson:** The chair made the—

**Mr. Marcel Aubut:** The recommendation.

**Mr. Rod Jackson:** Okay, the recommendation.

**Mr. Marcel Aubut:** Not decision; recommendation.

**Mr. Rod Jackson:** Right, understood.

**Mr. Marcel Aubut:** That's his job.

**Mr. Rod Jackson:** Yes, absolutely, it is. What was the recommendation based on?

**Mr. Marcel Aubut:** I just said it. I won't say anything else, because that's the truth. It was good. It was fine. It was good work, a good effort—maybe not good enough, and the chair just recommended that it was maybe time to make others leaders.

**Mr. Rod Jackson:** What sort of experience and confidence brought Mr. Rafi to the table? What is it that he brought that Mr. Troop didn't bring to the table?

**Mr. Marcel Aubut:** Maybe you should ask that question to the chair. But I've known him personally since a while, and he has got so much responsibility. As well as handling billions of dollars of money, he did health things in this province very successfully, and as a civil servant he was a winner everywhere.

He just brought somebody who could win here, too.

**Mr. Rod Jackson:** Okay. You mentioned earlier, in one of your answers to my questions, that you're also, in either the finance committee or your role in the organizing committee, responsible for looking at risks and potential risks, which is perfectly normal for a board, and a duty. What kind of risks do you foresee in the future for the games—within the next year, before the success of the games?

**Mr. Marcel Aubut:** Haste to do everything right, on time and on budget. This is a challenge, because every second that we talk about this counts as far as delivering this. That's probably the main risk evaluation, is to deliver what we promised and more to the world.

**Mr. Rod Jackson:** Do you have any concerns with the security and transportation plans that P/PAGS has laid out? I know that at the end of the day, the organization of the games and the execution of the games lies with TO2015, but certainly some of the decisions that the secretariat is making are going to have an effect on some of the things that you are doing.

Two of the biggest ones would be security and transportation, both of which have come under some level of scrutiny lately. They must be of some sort of concern to you. I would suggest that even transportation is a fairly major one, with some major infrastructure works being planned and with a significant budget. Any comments on that?

**Mr. Marcel Aubut:** My comment on that is that if we are not concerned, we are not responsible. Every organizing committee about transportation and security right now in the world, doing events of that magnitude, is concerned all the time about delivering them.

We were very much concerned about transportation in the city of London. Just imagine the city of London, the most backed-up city as far as traffic in the world; they delivered the goods perfectly. I think Toronto could do the same, and maybe even better.

As far as security, it's not in our budget. As you know, we are not working with the budget for security, but security is called by what's happening all over the world. I just hosted the Prime Minister of Canada a few days ago in Quebec City. I was stunned to see what he needs right now as far as security, and that's not him asking for this. It's the RCMP who judge, depending on the risk, what he needs to be totally safe, and it's called by orders. That's the problem. It's called by a third party, and it's also called by different positions we could take as a country.

But we have to deal with it like it is. It is what it is, but unfortunately, what it is is costly. It's a problem in everything happening all over the world right now, at every level.



**Mr. Rod Jackson:** No, I certainly agree, and that's why there's such a heavy level of scrutiny on it. It's because of the flexibility in the budget that seems to be happening with it. I think that's where the concern is for people we are elected to represent. That's where politics get involved. We represent how this money is getting spent, in many ways. If there's a failure in the transportation or the security structure of these games, it will lie at the feet of government. It will lie at the feet of all of us who have been elected to represent the people whose pockets this money is coming out of.

**Mr. Marcel Aubut:** That's only how the money is spent. We need the results. These games have to be safe.

**Mr. Rod Jackson:** I couldn't agree with you more.

**Mr. Marcel Aubut:** And these games have to be delivered with no major problems in transportation, because what the people remember—the athletes: the village. They talk about the village. For everybody else, it's food, transportation and feeling safe. That's what is left at the end, besides the results and the organization of the competition. That's what's left, and it has to be positive on all counts.

**Mr. Rod Jackson:** Do you think that the public has a right to know how much it's going to cost them for security and for transportation, at the end of the day?

**Mr. Marcel Aubut:** I assume, yes. I don't think there is any secret for the public according to what you were just saying before. Nobody is hiding anything here and nobody is withholding things—nobody. I haven't felt that for three or four years now, at any point, that people wanted to hide anything as far as informing the population. I'm giving you my personal feelings. I am on-site. I see how they do it, and I haven't had that reaction at any moment.

**Mr. Rod Jackson:** Yes. There are certainly a lot of people in the public who would disagree with you and are a little concerned about some of the surprise expenditures. I don't know that it's even a matter of being hidden as much as a lack of communication that has happened, even between TO2015, the secretariat and the public in general.

**Mr. Marcel Aubut:** It's possible, yes.

**Mr. Rod Jackson:** We had the VP of communications in earlier, and I mentioned to her that that's a concern that I have, that she can probably make sure that she communicates with P/PAGS, with the secretariat, on a regular basis to make sure that those communications do happen and that the people whose pockets this money is coming out of have a good idea of what the games will actually cost in total. I understand that you have your own budget, but the government has opened up a lot of books in the ministries to be able to pay for things like security and transportation, and people need to understand exactly what that's going to end up costing them. Really, the sales point should be what they're getting for that value. That's what we should be talking about, because I think there is great value to be had. That's the discussion we need to be having: how much it's going to cost and why it's costing that, which I think has been lacking up to this point. That's just my little commentary on it.

That's all for me, Chair, unless my colleagues have anything they'd like to add.

**Mr. Marcel Aubut:** Thank you, sir.

**Mr. Rod Jackson:** Thank you very much for coming in today.

**The Chair (Mr. Grant Crack):** Thank you, Mr. Jackson. We'll move to the third party, the NDP: Mr. Miller.

**Mr. Paul Miller:** Good afternoon, Mr. Aubut.

**Mr. Marcel Aubut:** Good afternoon, Paul.

**Mr. Paul Miller:** I have read your bio and appreciate your extended experience, especially with hockey, one of my favourite games. Also, your commitment to public service is very impressive. I, personally, have a real interest in this because some of my family members were involved in the first Pan Am Games in Hamilton. My aunt went on to train for the Berlin Olympics as a swimmer. I have an extended family in high-level sports, so this is an important event for me as well.

But I certainly can't agree with your point that it's above politics, as my colleague stated, because I'm old enough to have seen and been there for the Montreal Olympics, and I know the horror story of the finances after that with the Big O and all the things that went on. Some of the venues have now got weeds covering them. Habitat and all of the things that went on at Expo 67 and some of the costs there, and the world's fair in Vancouver—I've seen some financial disasters involved around and in sports at the taxpayers' expense. It is our job to be duly diligent and to follow the expenditures. As much as we're excited about it and as much as it's good for Canada, good for Ontario and exciting, we also have a responsibility to the taxpayers, especially in struggling economies, as you could appreciate. I'm going to ask you some questions.

**Mr. Marcel Aubut:** I could answer on this comment that you just made.

**Mr. Paul Miller:** Sure.

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**Mr. Marcel Aubut:** My expression is: Politicians shouldn't be the ones who hurt this project. The critics, every day and at every moment of the day, every week, every month, could kill this project. That's what I mean, with all due respect, about your job protecting the taxpayers' money, that I respect and agree. At the same time, I'm telling you that if the people don't feel that at one point we are pulling together to deliver the best success of these historic Pan Am Games, we are going to miss it. If we miss it, maybe you'll win your point on politics, but you lose lots more as a community. That's my only point.

**Mr. Paul Miller:** I hear you, and I agree that certainly we want it to be a success and within budget. That would even be a bigger win for us if that succeeds. Of course, the legacy costs are important, and the use of the facilities after the games are certainly beneficial to the host communities. So we certainly wish that to happen.

But as my colleague said, it's my job as the critic to make sure that it does come under budget and make sure



that there aren't bad expenditures. You've seen some of the fiascos that have happened with some of the expenditures that have been questionable at best. Whether it's a Tim Hortons coffee or a car wash—you've seen some of the horror stories. As you stated, the public does have a right to know that. Your colleague also nodded his head that they have a right to know when these things are going on. If people are abusing the system, no matter what level they're at, whether they're the committee or the TO2015 or the ministry or whoever—certainly have to be accountable to the public. Anyway, I've worn that out.

I see that you were a member of the board of the Vancouver organizing committee for the 2010 Olympic and Paralympic Winter Games and a member of VANOC's audit committee and governance and ethics committee. At the end of those games in Vancouver, is it your opinion that—what was the status? Was there a large deficit or any deficit?

**Mr. Marcel Aubut:** We break even.

**Mr. Paul Miller:** You broke even?

**Mr. Marcel Aubut:** Broke even, in—

**Mr. Paul Miller:** Okay. That's good.

**Mr. Marcel Aubut:** —in an incredibly bad economy—

**Mr. Paul Miller:** Right. That was good.

**Mr. Marcel Aubut:** —that nobody expected. And we were going to have a good legacy financially. We expect to have, but to break even in that situation was a miracle.

**Mr. Paul Miller:** That was good, yes.

I understand that you were a board member of the 2015 Toronto Pan American Games bid committee and are now a board member of the TO2015 organizing committee and a member of the finance committee, as has been stated.

As a member of the TO2015 finance committee, what is your opinion of the current state of the finances of these games?

**Mr. Marcel Aubut:** Generally, I feel that, first of all, it's managed well. People who are in charge of telling us what those numbers represent them well—but we still have a big challenge as far as working harder and getting more revenues and being creative. That's why, with the leadership there right now, I understand that part. We have more than a year and a half to really make it optimal as far as generating the most revenue, but in general I'm satisfied. I'm also a businessman. I know what money is. I know the way it should be managed to be proper. I feel comfortable to be around.

**Mr. Paul Miller:** What, if any, relationship does the Fondation Nordiques have with the Pan/Parapan Games and competitions leading to the level of sport, and from where does it obtain its money to distribute to the athletes?

**Mr. Marcel Aubut:** No relation at all.

**Mr. Paul Miller:** None at all?

**Mr. Marcel Aubut:** No. It's the same man at the top, but there's zero relation.

**Mr. Paul Miller:** Okay. I just wanted to straighten that out.

**Mr. Marcel Aubut:** Zero relation—you thought you had a good fish there; that's not a good one.

**Mr. Paul Miller:** I thought I had a nice one.

**Mr. Marcel Aubut:** Yeah. You missed it.

**Mr. Paul Miller:** I missed that one.

**Mr. Marcel Aubut:** Yes. Because the Nordiques Foundation is the foundation we created after I sold the Nordiques in 1995 to help the athletes in the region as far as three conditions: that they study, that they be at school; second, they have the talent, according to coaches and the federation; and, third, the parents have no financial help to help them to bring—

**Mr. Paul Miller:** So you were with the Nordiques organization?

**Mr. Marcel Aubut:** I was the owner, sir.

**Mr. Paul Miller:** My father had a tryout with the Montreal Maroons way back.

**Mr. Marcel Aubut:** But I had the financial exposure.

**Mr. Paul Miller:** Yes. Sam Pollock, Sr., I think, signed him.

**Mr. Marcel Aubut:** Yes. And the foundation is completely something—it has a zero relation with all the other bodies.

**Mr. Paul Miller:** From my personal experience in sports, from refereeing and playing hockey, I know that surprises can happen during an Olympic bid or games. Some surprise costs can crop up, for whatever reason—security. There could be issues. One of my problems was that the Pan/Parapan committee and the ministry—anyway, they chose—and the OPP were involved. I found it unusual that they chose a firm to do the security for the games from outside of Canada when there was a perfectly good Canadian firm here that was right down to the last two bidders. They chose this company, whom they had fined in the Vancouver games for not operating properly, and they also got fined in Ontario for not having a licence to operate in Ontario. So I was quite surprised when the OPP picked them as the firm. They're from the States.

I was told by Mr. Troop, when I initially met him a few years ago, before this all started to roll, that he was going to use, as much as he could, Canadian content, Canadian firms, Canadian training, whatever he could do locally. It seems to have fallen off the rails a bit, because the expertise was here in Canada but is not being utilized, and I was not happy about that.

There have been a couple of other contracts awarded to overseas companies in Hamilton, in reference to the stadium being built, in reference to electrical technology. Technicians and companies have been brought in from France and Switzerland, and we had the expertise right in Hamilton, and good, unionized workers that were not used.

There was a directive sent down from your committee by somebody that was running it. I have a copy of the email. He sent out emails saying, "Don't hire unionized workers to do this," which was pretty concerning, to say



the least. I'm sure you haven't heard about it or don't know about it, but I'm happy to share that with you. I was surprised. I had a couple of local firms—Burlington, Hamilton and St. Catharines—come in to visit me, and union leaders, who weren't happy about the bids and how they were handled and who was getting the final nod.

What I'm getting to is—and I'm sure you don't have answers on those particular things, but do you think the bids and the tenders that were put out for the games were fairly run? Do you feel that there was no interference on who got the contracts to do the building or do the security?

**Mr. Marcel Aubut:** For what I have been a witness, and as you just said, what you mentioned never came in our place. But what I said, as far as the one we are handling, there were a lot of very minutieux ways to do those things. What was important was—

**Mr. Paul Miller:** Could you explain that word to me?

**Mr. Marcel Aubut:** Minutieux—meticulous.

**Mr. Paul Miller:** Meticulous.

**Mr. Marcel Aubut:** Yes. Very, very meticulous ways. What I saw as far as the board of 2015—

**Mr. Paul Miller:** I'm not sure I share that comment, but that's okay. We can move on.

**Mr. Marcel Aubut:** You gave your opinion; I gave mine.

**Mr. Paul Miller:** Yes.

**Mr. Marcel Aubut:** That's mine, and you won't change mine.

**Mr. Paul Miller:** I was a defenceman, by the way.

**Mr. Marcel Aubut:** But I was there.

**Mr. Paul Miller:** Do you also help athletes choose which competitions they should participate in that will lead to higher-level competition and ultimately the Olympics? Do you have any role in channelling them?

**Ms. Caroline Assalian:** It is mostly the coach and the national sport federation that make the decision as to which competition is best for their preparations.

**Mr. Paul Miller:** So the unsung heroes are the coaches. There you go.

**Ms. Caroline Assalian:** Absolutely.

**Mr. Paul Miller:** With respect to your appearance before this committee today, did you have any communications with members of the governing body, the ministry or anything, to prep you? Did you just come on your own without any—did they say, "They might ask you this, or they might come at you in this direction"? Did you have any of that?

**Mr. Marcel Aubut:** No. I asked a few people at 2015 how they find the experience here. They said it was a nice experience.

First of all, we do exactly the same thing in front of the federal government regularly. We are familiar with this process.

**Mr. Paul Miller:** When you were with VANOC, did you have any involvement with the private security for those games, including approval of contracts?

**Mr. Marcel Aubut:** No.

**Mr. Paul Miller:** Nothing like that. That was left up to who?

**Mr. Marcel Aubut:** I think it was on a separate base, but I was not there at that time.

**Mr. Walter Sieber:** RCMP.

**Mr. Paul Miller:** RCMP. What members of the board of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games had relationships, personal or professional, with that company that I had concerns with? Did any of them have any relationship with Contemporary Security?

**Mr. Marcel Aubut:** That doesn't ring a bell to me.

**Mr. Paul Miller:** You're not aware of that. Okay, that's great. With such a hodgepodge of private security, OPP, municipal policing and RCMP, are you concerned—I brought up at the last meeting that I was concerned that they put a number on the costs for policing and security. I think \$239 million was the cap. Then I find out at the last meeting we had here—not your group, but I want to get your input on this—that they hadn't signed contracts with the local police departments yet, which would be Hamilton regional, Halton regional, Peel regional, Welland police. They hadn't, so that would add to that. So that was kind of a misleading figure that they had given me, because there will be additional costs once they sign contracts with the municipal police departments. Did you guys have any input on that?

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**Mr. Marcel Aubut:** No.

**Mr. Paul Miller:** Nothing. You see, these are the types of costs that politicians are worried about. They add up. It's great to be gung-ho about the games, the athletes, the glory, Canada and Ontario. That's fine. I agree that it's wonderful to strive for the podium and the gold. I have no problem; I've spent my whole life pushing people to do that. But I also am very concerned that we don't get into another instant replay, TSN moment of the Montreal Olympics and all the things that happened there, or over-expenditure.

Why we do these committees and why we're keeping an eye on it is because not everyone shares the enthusiasm for sports that you and I do, and some of them are out there saying, "Why did we need this?" There are the soothsayers who say, "We didn't need to blow all this money. We could have put it into poverty, schooling, health care." How do you deal with people who have that negative feeling about the expenditures for the games?

**Mr. Marcel Aubut:** When we are able to introduce that project and what it could do for the country as far as the youth who are going to be influenced by heroes to stay at school instead of leaving too early, to not touch alcohol or drugs—maybe it's a great solution to control the health costs in this province and in this country at every level.

**Mr. Paul Miller:** Role models.

**Mr. Marcel Aubut:** Role models. They are going to see right away that the investment is worth it and the return on the investment is greater than any other investment.



**Mr. Paul Miller:** That's good.

I'll be happy when they get a team back in Quebec City and Hamilton, Ontario. We should have gotten a team. That guy, Phil Esposito, screwed us out of that. Anyway—

**Mr. Walter Sieber:** If you don't mind, I would just add something.

**Mr. Paul Miller:** Go ahead.

**Mr. Walter Sieber:** I've been involved since 1976. One thing, of course, we have to understand when it comes to an organizing committee—Pan Am, Commonwealth or the Olympic Games—there are always two items which are outside of the organizing committee, and that's security and transport. Of course, when we talk about it here in Toronto, especially on the board—as you know, we have a \$1.4-billion budget. Half of it is for infrastructure and for the organization of the games. An organizing committee is not the body who could deal with the very complex security and transport questions. By the way, in all the games, that is always a big question mark: What will be the last figure in security and transport? Both of them are so important for any organizing committee.

**Mr. Paul Miller:** You are aware that in the London games there were all kinds of problems with security. Eventually, they had to call in the army because the private security firms were not working too well. They didn't have the manpower or the expertise to control it, so they had to call in the army. I hope you don't have to call in the army on this one. So I'm not quite thrilled about that American company running it.

**Mr. Marcel Aubut:** I know, but London—you're talking about the highest risk?

**Mr. Paul Miller:** Higher risk.

**Mr. Marcel Aubut:** Higher risk.

Thank you very much, Mr. Miller, for your interest and your good comments.

**The Chair (Mr. Grant Crack):** We'll go to the next round of questioning. The government?

**Ms. Dipika Damerla:** No questions, thanks.

**The Chair (Mr. Grant Crack):** We'll move to the PCs, the official opposition.

**Mr. Michael Harris:** We wanted research to confirm that that group of elite athletes related to Paul Miller is actually on his wife's side.

**Mr. Paul Miller:** It's on my dad's side.

**The Chair (Mr. Grant Crack):** That's duly noted in Hansard.

Any questions, Mr. Jackson?

**Mr. Rod Jackson:** No, but thank you very much for coming in and talking to us today, all three of you.

**Mr. Paul Miller:** I have questions.

**The Chair (Mr. Grant Crack):** Mr. Miller, feel free.

**Mr. Paul Miller:** Insurance plays a big part in this, of course. What kind of coverage did your committee get

for venues and athletes? What kind of insurance coverage have we got, and what is that going to cost us?

**Mr. Marcel Aubut:** Management would be the best—

**Mr. Paul Miller:** To answer that.

**Mr. Marcel Aubut:** Precisely. I just notice that you like precision.

**Mr. Paul Miller:** That's right.

**Mr. Marcel Aubut:** You don't like to be full with numbers. Don't ask us this question.

**Mr. Paul Miller:** Would you guys be able to get that for me?

**Mr. Marcel Aubut:** We could get it. We could help you.

**Mr. Paul Miller:** I would appreciate that.

Sir, do you sit on any boards of any private security companies at all?

**Mr. Marcel Aubut:** No.

**Mr. Paul Miller:** No, you're not on that. I guess—

**Mr. Marcel Aubut:** I don't think at this time it would be a good idea.

**Mr. Paul Miller:** By what process have you been invited to sit on the various amateur athletic sporting events boards and committees like VANOC and the Pan/Parapan Am Games?

**Mr. Marcel Aubut:** I'm the president of the Canadian Olympic Committee.

**Mr. Paul Miller:** That might have something to do with it.

**Mr. Marcel Aubut:** Probably.

**Mr. Paul Miller:** It might.

Okay, I'm finished. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. Is the Chair allowed to ask a question? How's it going with the Quebec Nordiques? Are we coming back?

**Mr. Marcel Aubut:** Yes, we are exposed to media here, I suppose, huh? I cannot answer this.

**The Chair (Mr. Grant Crack):** Okay. Very good.

**Mr. Marcel Aubut:** But the hope is very high, especially with a new coliseum coming up.

**The Chair (Mr. Grant Crack):** Excellent. Thank you for your work on that file.

Thank you very much for coming, all three of you. We really, really appreciate it.

**Mr. Marcel Aubut:** Thank you for the opportunity. Good luck. And please, please, please: This project is a project which is going to be great for this city, this country and this province. We can't mess it up. Please, let's work together. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much.

Okay, everyone, this meeting is adjourned. Thank you very much.

The meeting is in room 151 on Wednesday, by the way. This meeting is now adjourned for the second time.

*The committee adjourned at 1646.*





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**Official Report  
of Debates  
(Hansard)**

Wednesday 30 April 2014

**Journal  
des débats  
(Hansard)**

Mercredi 30 avril 2014

**Standing Committee on  
General Government**

Fighting Fraud and Reducing  
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Rates Act, 2014

**Comité permanent des  
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Loi de 2014 de lutte contre  
la fraude et de réduction  
des taux d'assurance-automobile





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## LEGISLATIVE ASSEMBLY OF ONTARIO

## ASSEMBLÉE LÉGISLATIVE DE L'ONTARIO

STANDING COMMITTEE ON  
GENERAL GOVERNMENTCOMITÉ PERMANENT DES  
AFFAIRES GOUVERNEMENTALES

Wednesday 30 April 2014

Mercredi 30 avril 2014

*The committee met at 1604 in room 151.*FIGHTING FRAUD AND REDUCING  
AUTOMOBILE INSURANCE  
RATES ACT, 2014LOI DE 2014 DE LUTTE CONTRE  
LA FRAUDE ET DE RÉDUCTION  
DES TAUX D'ASSURANCE-AUTOMOBILE

Consideration of the following bill:

Bill 171, An Act respecting insurance system reforms and repair and storage liens / Projet de loi 171, Loi concernant les réformes du système d'assurance et le privilège des réparateurs et des entrepreneurs.

**The Chair (Mr. Grant Crack):** I'd like to call the meeting to order. I'd like to welcome members of the committee to this afternoon's meeting, as well as Hansard and the Clerk and legislative research. Today, we'll be reviewing Bill 171, which is An Act respecting insurance system reforms and repair and storage liens.

We have eight delegations today, according to a previous motion adopted by the committee. Each presenter will have five minutes for their opening remarks, followed by nine minutes of questioning. I can only assume the committee agreed to three minutes, three minutes and three minutes, from each party. We will be proceeding in that regard.

## ONTARIO CHIROPRACTIC ASSOCIATION

**The Chair (Mr. Grant Crack):** At this time, I'd like to welcome, from the Ontario Chiropractic Association, Dr. Bob Haig, chief executive officer, and Dr. Moez Rajwani, a chiropractor. Welcome, gentlemen. You have five minutes, and the floor is yours.

**Dr. Bob Haig:** Thank you very much, Mr. Chair, and members of the committee. My name is Bob Haig. I am the chief executive officer of the Ontario Chiropractic Association. With me is Dr. Moez Rajwani, who is a chiropractor and a member of the association, and does some of our auto insurance representation.

We're here to talk about the licensing scheme that's included in Bill 171. There are two documents in front of you. One is the remarks that I'm making now. The other one is a joint issue note that was put together by the Ontario Chiropractic Association and the Ontario

Physiotherapy Association. You'll be hearing from them later on this afternoon.

Over the last several years, the government has engaged in a number of very positive initiatives to address fraud and the cost of fraud. We've actively participated in and supported those initiatives, but there are two challenges that remain with the new system. First of all, while costs and administrative burden have increased for providers, our members remain vulnerable to not being paid in a timely fashion or sometimes not being paid at all. Secondly, by not making both a direct billing and a direct payment between the provider and the insurer a requirement of the system, we increase the risk that fraud may continue to occur.

In 2010, when the HCAI system for forms submission was introduced, we voluntarily agreed to adopt that system. Despite the added administrative burden for small and independent practitioners, the process was embraced by the chiropractic profession in order to support anti-fraud efforts. We also participated in the anti-fraud task force by making presentations and providing a detailed submission on the licensing of providers.

Chiropractors are, of course, already regulated in their business practices by the College of Chiropractors of Ontario, which has a statutory mandate to regulate chiropractors in the public interest. The CCO has regulations, standards of practice and guidelines dealing with business practices, advertising, conflict of interest and professional misconduct, and breaches of those can lead to investigations and, potentially, disciplinary action, including suspension of a member's certificate of registration.

The new licensing system will once again add some administrative and cost burdens for chiropractors without there being any net benefit of this duplication of oversight for those clinics that are owned and operated by regulated health professionals.

The HCAI program authorizes direct payment by insurers to regulated health professionals. Similarly, Bill 65 states that an insurer is authorized to pay licensed service providers directly for listed benefits, but unfortunately, the practice adopted by some insurers has been to pay claimants directly for health care services. These payments sometimes come as late as six months after the services have been delivered, so not only does this extend the time that the provider is waiting to be paid, but sometimes they just don't get paid at all.



In order to bill insurers directly, providers must become licensed. Becoming licensed involves increased costs through licensing and renewal fees and increased administrative burden through the application process and through ongoing audits. But as the system stands now, incurring these costs and burdens to become licensed does not offer the provider a net benefit, particularly the benefit of being assured direct and timely payment.

As I said, there's a risk that by allowing insurers to pay claimants directly, we are unnecessarily increasing the risk that some fraud will continue. By having billing and payment made directly between providers and insurers, we reduce the number of parties who can engage in fraudulent activity, and where fraud does occur it's easier to identify.

Direct billing to the insurer in conjunction with direct payment to the provider stands to minimize the opportunity for gain through fraud on the part of a claimant or someone acting on the claimant's behalf.

Finally, I would like to make the point that direct payment to providers was an integral part of the original HCAI plan. It was part of the reason why providers agreed to participate and to have it go ahead, but that provision was subsequently dropped during the implementation of the original HCAI.

Our recommendation is that the licensing program under the Insurance Act, as amended by Bill 65, and the proposed amendments under Bill 171 be further amended to require insurers to pay providers directly for approved services and to do so in a timely manner.

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Specifically, the OCA recommends that Bill 171 be amended such that section 228.2 of the Insurance Act is amended to require insurers to pay licence holders directly, as follows:

"Payment by insurer

"288.2(1) An insurer is required to make payments for listed expenses directly to a person or entity who holds a service provider's licence at the applicable time, as determined in accordance with the regulations."

I want to thank you for listening to our concerns, and we're happy to answer any questions.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. We'll start on my right. We'll go with the government first, and then we'll do the rotation amongst the other parties as well. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Mr. Haig and Mr. Rajwani, for your time. I just had a quick question: Generally, what percentage of the chiropractors who you represent have insurance as their business? Not insurance directly, but insurance claimants or injured people through auto insurance.

**Dr. Bob Haig:** Oh, who treat auto accident victims?

**Ms. Dipika Damerla:** Yes. What percentage of their clients would be—

**Dr. Bob Haig:** Almost every chiropractor would treat some. The volume would vary quite a bit from one practice to another one. There are some practices, I suspect,

where there's a fairly high volume of it, but I think that on average, it would be less than 10%.

**Ms. Dipika Damerla:** Less than 10%. So some of those concerns around—and we hope that we'll be able to make a system with as little burden as possible, but it's a balance between controlling fraud and making sure that the small business guy isn't overburdened.

Given that it's fairly low, around 10%, I presume that it won't be too onerous in the big picture—the changes that we're proposing?

**Dr. Moez Rajwani:** The licensing, regardless of whether 10% of your patient base is auto or 90%, still requires you to be licensed.

Actually, the lower percentage in some ways makes more of a burden, because when you have a large percentage, you may be able to get additional staff to support. When you're a one-practitioner facility with maybe one front desk staff, the burden of going through this process to see, maybe, a new patient who is an auto patient maybe once a month—it's quite a bit of an administrative burden for them.

**Ms. Dipika Damerla:** But they don't have to take that patient. Right?

**Dr. Moez Rajwani:** They don't have to, but it becomes a deterrent to the patient, because that means that the patient would have to pay out of their pocket. But yes, they don't have to.

**Ms. Dipika Damerla:** Okay. Thanks very much.

**The Chair (Mr. Grant Crack):** Thank you. We'll move to Mr. Yurek from the Progressive Conservatives. Welcome, sir.

**Mr. Jeff Yurek:** Thanks, Chair. It's good to see you.

**The Chair (Mr. Grant Crack):** It's good to see you, too. Thank you.

**Mr. Jeff Yurek:** Thanks very much, guys, for coming out. A question: Do you have any numbers for what it costs the health care providers who aren't getting payment directly? Do you have any idea of the implications on their business?

**Dr. Bob Haig:** We don't have numbers. It is a common complaint by members.

Moez, do you want to just come up with the mechanisms?

**Dr. Moez Rajwani:** Yes. There are two cases where it happens most commonly. One is within the minor injury guideline and the minor injury cap, where there are fixed amounts of funding available in that cap. Sometimes insurers will pay that full amount to a claimant directly and then ask the patient to pay the chiropractor directly, although the whole process has gone through the HCAI system and approval and all the paperwork have been done through the electronic system.

The second time it commonly happens is when there is a settlement. Let's say I saw a patient up until September 1. I submit my bills, and then in November or December, there may be a settlement of that case. That settlement may be full and final, where the insurer and the claimant decide that the total amount will include the services that were rendered before September 1.



There's no responsibility for anybody to inform the chiropractor of that. What happens is that in January, when he doesn't get paid, he calls the insurance company and the insurance company says, "Well, we paid the client directly." So although the whole process has been done and there's a 30-day limit in which to get paid, sometimes it doesn't happen. Then it becomes the burden of the chiropractor to now try to find a patient who hasn't been in their office for six months and recover that funding.

Those are the two scenarios that happen most commonly.

**Mr. Jeff Yurek:** Would you envision a system where they pay you directly and then send notification to the claimant, letting them know that payment has been sent? Would that—

**Dr. Moez Rajwani:** Yes, and that's a responsibility of the regulation. Every two months, the insurer has a responsibility to share with their claimant all the money that has been spent on their medical and rehab benefits. In September 2010, that was one of the changes so that clients, patients and claimants know exactly how much funding has been paid to their service provider.

**Mr. Jeff Yurek:** Going to your next point where you're talking about your college, are you asking the government, when they develop the regulations on this bill, to let the colleges perhaps take care of the health care professionals who are registered with them and only those who aren't health care professionals go through the licensing process?

**Dr. Bob Haig:** That had been our original position. We believed that the colleges were quite capable of regulating the business practices of regulated health professionals and saw the value of a licensing system as being primarily for those clinic owners and clinics that were not owned and operated by regulated health professionals.

There is a concern, as I said, that there's some duplication of oversight effort here, and any way to minimize that would be helpful.

**Mr. Jeff Yurek:** It works well in the pharmacy model. The college is quite strong in weeding out fraud and bad health care professionals in pharmacy, and I think that would work well for professional health care providers that are out there.

**The Chair (Mr. Grant Crack):** Thank you very much. The three minutes is up.

**Mr. Jeff Yurek:** I'm not done yet.

**The Chair (Mr. Grant Crack):** My apologies.

We'll move to the NDP. Mr. Singh.

**Mr. Jagmeet Singh:** I want you to do a couple of things for me. I'll just lay out my questions, and then you can perhaps give your feedback. One is, if you can take me through how the direct payment would, in your view, benefit in terms of reduction of any potential fraud. You've touched on it, but could you just elaborate a bit more on that?

Before you do that, are there any concerns that you have? One that you have indicated is potential duplica-

tion with the regulation requirement. Are there any other concerns, perhaps with transparency, perhaps with the mechanism by which it is proposed in this legislation, any other problems you see with the regulation component? On my analysis of it, it seems to be okay, but are there any issues, as health care providers, that you see with the requirement to register?

**Dr. Bob Haig:** On the first one, when we think of auto insurance fraud, we tend to think in terms of people defrauding insurance companies. Health care providers get defrauded in the circumstances because they are providing services and not receiving payment, so that's the fraud that I'm talking about taking place there. It's essentially money not being paid for the services that it was intended for, so that's a form of fraud.

It's relatively minor compared to some of the large figures we hear about, but for an independent practitioner, it's very significant. It's very significant.

The second question was around—

**Mr. Jagmeet Singh:** Any concerns besides what you indicated, that there is duplication in terms of having your own licensing body that provides oversight and now having a secondary kind of source of oversight? Any other issues beyond that?

**Dr. Bob Haig:** Well, at this point, we don't really know how onerous the process will be or how costly it might be, so obviously those are concerns.

**Mr. Jagmeet Singh:** Are there any suggestions that you have to improve it or to perhaps mitigate either it being too onerous—I guess with cost, it's to make it as affordable as possible. That's pretty straightforward. But with respect to it being onerous, any suggestions in terms of how we can assist so it's not too onerous?

**Dr. Bob Haig:** I don't know if Moez can—

**Dr. Moez Rajwani:** Our original recommendation was that for regulated health professionals, the licensing process should be very streamlined with basically a registration process, and then, if there's a recovery cost that's appropriate. For non-regulated health professionals where there's no regulatory body managing them, we could understand a much more detailed licensing process for them, because the licensing process would be the only check and balance for that body, but we just didn't want a duplication. So we understand registering and ensuring that clinic A is part of the system, but when we start having a double auditing system and we have double of everything, that becomes a challenge.

**Mr. Jagmeet Singh:** That's fair. A two-tier system.

**The Chair (Mr. Grant Crack):** Thank you very much. Again, my apologies. We're on a tight time frame with the number of deputants today, so thank you very much, Mr. Haig and Mr. Rajwani. We appreciate your input.

#### THE ADVOCATES' SOCIETY

**The Chair (Mr. Grant Crack):** We will have The Advocates' Society, Mr. Eric Grossman, who's a member. Welcome, sir. The floor is yours. You have five minutes. We welcome you.



**Mr. Eric Grossman:** Thank you, Mr. Chair, and members of the committee.

The Advocates' Society is a not-for-profit association of over 5,000 lawyers throughout Ontario and the rest of Canada. Over 1,500 of our members are litigators who practise in the area of personal injury and insurance law. As these members represent both the plaintiffs and defendants in personal injury cases, the society reflects the diverse views of the personal injury bar.

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It is noteworthy that on the issue about which I speak to this committee today, lawyers on both sides of the bar are in full agreement. Indeed, I have the privilege to sit before you as representative of the Canadian Defence Lawyers organization and, amazingly—being a defence lawyer—also the Ontario Trial Lawyers Association, which represents the defence and plaintiff bars respectively in providing these comments.

The concern that is equally shared by plaintiff and defence lawyers alike pertains to just one subsection of Bill 171. That is the proposed section 14 of the bill which seeks to create subsection 280(3) of the Insurance Act, removing the right to sue in a court proceeding for accident benefits.

In the province of Ontario, there has never been a deprivation of the right to go to court to pursue one's remedy against an insurer. Since enhanced no-fault benefits were introduced in 1990, 24 years ago, injured persons have had the right to choose whether to go to court or to an administrative tribunal to pursue their denied claims. Before then, going to court was their only remedy.

Even if other provisions in Bill 171 are supportable and prove beneficial to consumers in this province by way of lowered insurance rates, there isn't anyone who can stand before you and say that the removal of the right to choose to go to court will reduce premiums. I'm here to tell you that it will not and why it will not.

Before I do, I want to address a critical issue of access to justice and fairness. As a practising Toronto insurance defence lawyer, I can tell you loudly and clearly how the problems of the Ontario insurance system are largely big-city driven, with tow trucks, body shops, clinic owners and operators, health practitioners, paralegals and, yes, even lawyers contributing to the problem. However, this legislation is not being imposed just on the GTA; it applies to the entire province. While arbitrators from the greater Toronto area will fan out across the province to hear cases, they are not local members of the community like local judges and jury members are.

So when a resident of Prescott or Rainy River gets told by his insurer that he need not receive weekly income benefits anymore because he can be retrained to be an office worker, he will not have the opportunity to have six members of the community sit as a jury to decide whether such a job exists and is available, or to have a local judge in Fort Frances or Prescott, knowledgeable about the local economy, make the decision. This has always been the case since no-fault benefits were

introduced in Ontario in 1969. Instead, he'll be obliged to have a Toronto-centred arbitrator make this decision.

I had the privilege of co-chairing a conference for the CDL attended by 200 insurance industry and legal reps earlier this month at which Justice Cunningham spoke. I agreed with much of what he said and, indeed, much of what he wrote in his report. When addressing the right to sue being removed he said that everyone needs to realize that the accident benefit system is designed to address the immediate treatment needs of accident victims, and the focus must be removed from the money available in the system.

We all can agree that treatment needs are critical, but we have a system which provides in excess of \$2.5 million in benefits to accident victims without regard to fault in the most serious cases. It's not realistic to ignore that money that is available and sought in these cases and focus only on immediate treatment needs.

I promised to tell you why the removal of a right to sue will not reduce premiums, and I plan on doing so with my remaining time. Unfortunately, the insurance system in Ontario is neither easy to navigate nor simple to explain. Injured victims have the right to pursue the at-fault motorists by way of tort and to pursue a basket of statutory benefits, regardless of fault, from their own insurer. The two systems work hand-in-glove. Every dollar an accident benefit carrier pays out acts as a credit to the tort insurer. Worse still, the credit applies after liability is established. So if an accident benefit carrier pays out \$50,000, and the tort claim is assessed at \$100,000, but there is a 50-50 split in liability between the two drivers of the cars, the \$50,000 AB settlement offsets the entirety of the tort award. It would be negligent for a lawyer to settle the accident benefit case in advance of that tort case because that realizes that credit. It never happens, and this change to the law will not cause it to happen. Rather, you will have two proceedings, one at the tribunal, and the other in court; whereas now most cases of this nature are not split, and you would have both cases dealt with at once in court. Two cases rather than one is twice as expensive.

Another example of a problem deals with the issue of an insurer's bad faith. Now lawyers who believe an insurer needs to be held to account for unfairly treating their insurees sue in court for this relief. The underlying accident benefit claim that was denied is obviously critical by way of foundation for proving that bad faith. There can be no doubt that with this bill as currently drafted the victim would have to go to the Licence Appeal Tribunal for the denied benefits rather than to court. Depending on the benefit at issue, there may be a paper-review decision, an abridged-arbitration decision or a full hearing, and the decision would be made on entitlement. If the decision favours the victim, that person can then still go to court in a separate proceeding to claim bad-faith damages.

**The Chair (Mr. Grant Crack):** Thank you very much. I apologize again. We've got a very tight time frame here today. We'll start with the Progressive Conservatives. Mr. Yurek?



**Mr. Jeff Yurek:** Thanks, Chair. Eric, do you need more time?

**Mr. Eric Grossman:** I had one paragraph, but—

**Mr. Jeff Yurek:** Okay. Go ahead.

**Mr. Eric Grossman:** Okay. Thanks.

The system is complex. There are a number of examples of huge problems that this will cause. The additional cost insurers will face and pass over to the public with the removal of the right to sue is clear. The vast majority of Justice Cunningham's recommendations are an excellent step towards improving the system with major cost savings to be had which should lead to reduced premiums.

The memberships of all three organizations are all convinced that there is one serious flaw in the removal of the right to sue: It will add costs to the industry. I have some suggestions as to how to fix it if you want to hear them.

I thank you for your attention. I'd be pleased to answer your questions.

**Mr. Jeff Yurek:** How much time do I have there, Chair?

**The Chair (Mr. Grant Crack):** You've got about two and a half minutes.

**Mr. Jeff Yurek:** Can you give us your suggestions in two and a half minutes?

**Mr. Eric Grossman:** Yes, I can. The thrust of it is that in the complex cases, the bigger cases, you still have to have the right to sue. There's a three-stream process recommended by Justice Cunningham with the third stream being for the most complex cases. After the claims are handled by the registrar and are designated to that third, most complex stream, if someone is then given a right to sue if that's what they prefer, that's an option.

The other two streams are less significant concerns in my submission. The second option is to say, if you have a concurrent tort claim and if you are suing already in court, in whose instances, indeed, give that person the right to go to court for their accident benefits. If it's a stand-alone accident benefit case, the concern isn't as real. Certainly, if there's a bad-faith component to a claim, there has to be the ability to have that bad-faith case handled in court concurrent with the underlying issues. Because if you don't, if you keep them segregated, then you're going to get a disconnect between what the decision-maker on the benefits will say and what the decision-maker on the bad faith will say.

**The Chair (Mr. Grant Crack):** About 30 seconds.

**Mr. Jeff Yurek:** Thanks.

**The Chair (Mr. Grant Crack):** Okay. Thank you very much, Mr. Yurek. We'll move to Mr. Singh from the NDP.

**Mr. Jagmeet Singh:** I'm just going to pick up from your suggestions. If you can just make it very clear—I've also come to the same conclusion. I guess greater legal minds have done a better job than I have. But the issue, if you have two different streams—if you could just explain how you can come up with two different resolutions to that and how that would complicate the matter, and

instead of making things better and streamlining it, it would actually add greater confusion and potential conflict and problems.

**Mr. Eric Grossman:** Part of the challenge with this tribunal process is that you have an expedited hearing, which is a good thing. But because of that you're going to have a very condensed hearing where condensed evidence will be led. And on the basis of that condensed evidence, a decision-maker will form an opinion as to whether the items in dispute are reasonably withheld, denied or not, and find them payable. So you may not hear from the treating family doctor or from the family members because there's a limited amount of evidence that can be led on this issue. At the end of the day, the finding that's made in respect to whether the benefit was properly withheld, denied or not will be made on the evidence that's before that decision-maker. Whereas, if you go to court, the judge will want to hear the whole story on what the insurer did wrong to justify an allegation of bad faith. The finding that's made by the tribunal will be key evidence on that decision. It may be that not all of the evidence was put before that tribunal. That's where the disconnect comes.

**Mr. Jagmeet Singh:** You made the argument that at the end of the day this wouldn't reduce costs. I want you to drive that message home again. I think it's an important message to highlight: that removing the right to sue on the SAB side is not going to reduce cost overall. I just want you to drive that message home.

**Mr. Eric Grossman:** Sure. This tribunal process that was recommended critically speeds up the process. That's a good thing in most cases, but in some cases, people have strategically decided that they don't want to resolve their accident benefit claim. They want to keep it live because they have a tort claim outstanding, and their tort claim outstanding critically relies upon being able to argue that they haven't settled everything and that they do have an ongoing dispute. If they settle it in advance, they don't have that argument. There's a credit that's created as a result. They prefer to leave the claim in limbo and deal with the tort and the accident benefit concurrently, and get them dealt with at the same time.

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If you force arbitrations ahead, as the system suggests, there will be additional costs by having more hearings. We hear statistically that only 98% of the cases get settled. This system will cause more of them not to get settled, and that will add cost. There will be adverse decisions that will add cost that right now aren't going to decision because they're being settled on a compromise, which compromise reduces cost. The effects that are going to arise as a result of this are significant and understated by a lot of people who aren't looking at this carefully.

**The Chair (Mr. Grant Crack):** Thank you very much. We appreciate it. We'll move to the government. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you so much, Mr. Grossman. I just need a clarification, because the way it



was explained to me—and I am by no means an expert in this—you said that the right to sue has been taken away. My understanding is, you have to first go through the tribunal and then you can go to court.

**Mr. Eric Grossman:** No. Section 280(3) says, “No person may bring a proceeding in any court with respect to a dispute described in subsection (1).” That is an accident benefit. The only thing they can do after that is appeal that decision—

**Ms. Dipika Damerla:** In court.

**Mr. Eric Grossman:** —to court. But appeal is very, very different than going before a judge and arguing a case. An appeal is limited to deciding whether the decision-maker acted properly or improperly.

**Ms. Dipika Damerla:** Fair enough. Thank you for that clarification. That’s helpful.

I do hear what you say, but I also heard you say that the vast majority of cases, when they go through the tribunal, will not only be expedited, but will also get settled. The reason I say that is, I have been fighting very hard for condo residents in my riding. The only thing, if you have a condo dispute right now, is you end up in court, and it’s very expensive for all parties. They have been fighting, actually, for exactly the opposite, which is, “Can we have something that doesn’t mean we always end up in court?” It’s a reversal of roles that I’m hearing here, where you’re suggesting everybody ought to be able to go to court directly, because common sense suggests that going through mediation and arbitration is probably the best way for the vast majority. Would you agree with that?

**Mr. Eric Grossman:** Generally, that’s true. Appreciate that currently, a plaintiff, through their representative or directly, has a choice as to which model to follow, whether they want to go to arbitration or whether they want to go to court. That is being removed in this draft legislation. They are no longer given the option of choosing which of the two fora to pursue. That, in my submission, is not appropriate. They should still have the choice. My view is that the choice should be given to them in limited circumstances. In complex cases where they’re already going to be in court anyway on their tort case, they shouldn’t have to go to two places at once. If they have a complex case where the tort interweaves so heavily with their accident benefits, to keep them disconnected, again, is very expensive.

**Ms. Dipika Damerla:** Let me just rephrase. If in the vast majority of cases the tribunal system works—and I hear you on the small percentage that it might not—that would drive down costs in the system, would it not?

**The Chair (Mr. Grant Crack):** We’re out of time, so a quick answer, please.

**Mr. Eric Grossman:** I’m not sure I understood the question. Could you repeat it? Sorry.

**Ms. Dipika Damerla:** Yes. I’m saying, if the tribunal mechanism is suitable for the vast majority of disputes, and that is used, would that not bring down costs in the system?

**Mr. Eric Grossman:** Absolutely.

**Ms. Dipika Damerla:** Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, sir. We appreciate it.

## FAIR VALUE COMMITTEE

**The Chair (Mr. Grant Crack):** We’ll move on to the Fair Value Committee. We have with us Mr. Larry Gold. He’s a facilitator. I believe we have him via teleconference. Is that correct?

**Mr. Larry Gold:** That’s correct.

**The Chair (Mr. Grant Crack):** Welcome, sir. You have five—

**Mr. Larry Gold:** Thank you.

**The Chair (Mr. Grant Crack):** Sorry, you have five minutes for your presentation and three minutes of questioning from each of the parties.

**Mr. Larry Gold:** Thank you, Chair, and thank you, members of the committee. I’d like to thank the committee for this opportunity and privilege to address you on what we consider to be a very important piece of legislation.

I’d also like to commend this government, including all the party representatives on both sides of the House, who have spoken out in support of the anti-fraud provisions embedded in this bill. As an Ontarian, I am proud of the government’s proactivity and determination to reduce insurance costs.

I am most impressed that we are not just seeing “talk the talk,” but that we are in fact seeing “walk the walk.” This government is clearly listening to its industry stakeholders and to the impacted consumers.

I’d like to specifically address what I call the “back end” of the bill. I’m specifically referring to the contemplated amendments to the Repair and Storage Liens Act. These proposed regulatory amendments proactively address the epidemic problem of abusive vehicle storage fees and the related issue of storage notice, both of which issues are fuelling out-of-control insurance costs.

Why are these proposed regulatory amendments so vitally important, you may ask. Both of these issues—storage and notice—represent seriously problematic areas where opportunists have taken advantage of legislation that was well-intentioned and well-drafted.

Unfortunately, opportunists become creative and, as our government policy advisers have stated time and time again, fraud tends to follow the money. These abuses have fuelled insurance costs, which in turn have fuelled insurance premium spikes.

Creative scammers can only be harnessed by creative and flexible legislation. This is exactly what these regulatory amendments that are embedded at the back end of the bill bring to the table. I am not for one minute suggesting that everyone within the industry who is involved is a scammer, but there are certain elements of the population who are opportunists, and they are making it extremely difficult for the well-intentioned service providers.

The money necessary to support insurance premium reductions has to come from somewhere. Insurance pre-



miums do not magically reduce themselves. Please allow me to give you a quick and dirty explanation of these two issues—storage fees and notice—and the proactive remedies designed by the government with the unequivocal blessing and support of the lion's share of the industry's stakeholders.

With regard to the issue of notice, the requirement that the people who are ultimately required to pay the storage invoice must be given early notice, earlier than the current 60-day notice period—so that they can react and limit the cash drain.

The simplistic explanatory example which I will give you would suggest as follows: If you want me to pay for dinner, please tell me where and when dinner will be held and how much it's going to cost me. Don't tell me a week later, "By the way, you are paying for last week's dinner, and it's going to cost you an arm and a leg."

The related issue of fair value: The existing Repair and Storage Liens Act states—I'm paraphrasing—that the amount to be paid for daily storage fees is the amount agreed upon between the parties, and in the absence of agreement, the fair value will be the amount to be charged. Unfortunately, until now, no one has had a clue as to what these two words—"fair value"—mean.

Up until now, Ontario has been the wild, wild, wild—I think I've put enough wilds in it—west of fair value. That is now changing. With the support and co-operation of the government, the entire industry stakeholder community has come together under the banner of what is called the Fair Value Committee, in order to determine and define fair value and its parameters.

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Who are the stakeholders? It is an impressive, unprecedented gathering of divergent industry interests who would typically not be able to agree on what is the time of day: Canadian banks, the Canadian Financing and Leasing Association, provincial-municipal law enforcement, the Ontario bar, Ontario bailiffs, the towers, the vehicle storers, the Canadian self-storage industry, the insolvency bar, Insurance Bureau of Canada, consumer advocacy people, municipalities and, most importantly, the industry's strategic partner—this is the government. This is exactly how government is supposed to work.

Let me conclude by leaving you with one cautionary note: Band-aids are good. They stop the bleeding. However, you ultimately have to trace the source of the bleed. This legislation will stop the bleed. However, based upon my research and investigations in this matter, I have concluded that an underlying issue must be addressed, which is the issue of abandoned vehicles. That's a discussion for another day, but it's a discussion that must be had. I do not have time to explain it in this five-minute allotment, but we'd be pleased to brief any interested parties offline.

Thank you for your time and attention.

**The Chair (Mr. Grant Crack):** Thank you very much, sir. We shall start with the NDP: Mr. Singh.

**Mr. Jagmeet Singh:** Sure, thanks. Thank you, sir. Can you just explain how the Fair Value Committee is made up?

**Mr. Larry Gold:** It's made up of a constituency of all of the various industry stakeholders from both sides of the issue, i.e., the vehicle finance community, insurance, towers, storers, the self-storage industry. Everyone has come to the table in order to be able to assist in the quantification of fair value such that in any given towing/storage situation, we are able to determine—and the words "fair value" just mean fair or equitable—what the appropriate value is for daily storage. It doesn't matter if it's a piece of property north of the 16th Sideroad that has no more than a fence around it and a gravel lot, as opposed to a property in downtown Toronto. There's a distinction made based upon property value and the quantification of what the total asset value is that generates the income flow. There has to be a distinction between a—

**Mr. Jagmeet Singh:** Sir, is there a website or is there an organization? Is this an ad hoc committee?

**Mr. Larry Gold:** At this point, it is an ad hoc committee. There is a website under construction at this point.

**Mr. Jagmeet Singh:** Okay. Your primary concern is with respect to the storage and the notice surrounding the storage?

**Mr. Larry Gold:** Three issues: (1) the issue of what is fair value; (2) the notification period; and issue—well, those are the two primary ones. Let me leave it at that for now.

**Mr. Jagmeet Singh:** Okay. Thank you very much. I appreciate your input.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Singh. We'll move to Ms. Damerla, from the government side.

**Ms. Dipika Damerla:** Thank you, Mr. Gold, for that excellent presentation and some great examples in that, to help us understand.

I heard you say that, right now, when it comes to storage, Ontario is the wild, wild, wild, wild west. You had four "wilds" in there. Should this legislation pass, how many "wilds" would come off?

**Mr. Larry Gold:** All of them, only because—and let me just give you a little example. I get calls all the time. Yesterday's call was from a bailiff who brought to my attention a situation in which a vehicle was stored at a demanded price of \$160 a day. The day before, another bailiff called with a situation in which a vehicle was stored for 58 days at a price of \$70 a day.

This is not just an issue that's impacting insurance. It is also creating havoc within the vehicle finance industry. How it's going to eliminate it is, that part and parcel of the Fair Value Committee's undertakings are going to be the creation of a designation which I would refer to as an industry fair-value certified supplier. What that means is that for the benefit of your consumer and for the benefit of the police, there will be *[inaudible]* on a vehicle that effectively says, "I am a fair-value storer. I am a fair-value tower." What it means is that that gives you the satisfaction in the fact that this particular tower or storer adheres to what the industry has determined to be fair value for service.



**Ms. Dipika Damerla:** Essentially, what I'm hearing from you is that this legislation will pretty much solve the problem that is at hand now and will help reduce insurance costs in the system.

**Mr. Larry Gold:** If you read your regulation, the regulation as drafted will be the basic codification of the creation or the acceptance or incorporation by reference of the determination of the industry as to what is fair value, because this government, as with many governments, doesn't want to get into the business of rate-setting, because it's not their area of expertise. As far as I know, there has only been one instance in the last number of years in which the government has interceded in order to establish rights, and that was in the payday loan area.

**Ms. Dipika Damerla:** Thank you very much.

**The Chair (Mr. Grant Crack):** We shall move to the PCs. Mr. Yurek.

**Mr. Jeff Yurek:** Thanks, Mr. Gold, for calling in and giving us that information. I was trying to write down everybody that you have in your organization or your group. Were there any insured people, people who were taken for money, involved in your committee? I know you have consumer activists.

**Mr. Larry Gold:** Yes, let me explain something to you. There's a bit of a red herring going on out there in terms of the media. The media really likes the stories of the highway piracy. The bottom line is that the real problem that you have doesn't necessarily involve the consumer who was taken off the highway and had to pay a ridiculous bill. The real problem that you have, in terms of understanding insurance costs, is the fact that the consumer has no idea in the world of what fair value is, and they are put into situations in which, for example, a vehicle is towed off of a highway. They may even agree to whatever the vehicle tow rate or the storage rate is, but at the end of the day, it is the insurers who are being required to pay the bill. While it's important to make sure that the insurers are being protected, the consumers are really being protected on the back end, because there are very few instances—and you have IBC in your audience there—in which the consumer is directly paying the tow bill or the storage bill. In 90% of the situations, they're paying it indirectly because of the fact that increased storage and tow bills are translating into increased insurance premium costs because the money has to come from somewhere.

**Mr. Jeff Yurek:** A “no” would have been great, but thank you.

My other question is: Is there anything missing in this bill that you think should be added, other than the abandoned vehicles problem?

**Mr. Larry Gold:** In terms of the fair value and the notice issue, I think it's comprehensive. I don't think you want to overregulate. I like the idea of it being embedded in a regulation which has some flexibility.

**Mr. Jeff Yurek:** Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. We really appreciate you appearing by teleconference, Mr. Gold, and we wish you all the best.

**Mr. Larry Gold:** My pleasure.

## ASSOCIATION OF MANAGEMENT, ADMINISTRATIVE AND PROFESSIONAL CROWN EMPLOYEES OF ONTARIO

**The Chair (Mr. Grant Crack):** We also have with us this afternoon representatives from AMAPCEO, the Association of Management, Administrative and Professional Crown Employees of Ontario. I believe we have Mr. Michael Mouritsen, director of operations and planning. You brought people that perhaps you could introduce to the committee, Mr. Mouritsen.

**Mr. Michael Mouritsen:** Thank you. I'd be happy to.

**The Chair (Mr. Grant Crack):** You have five minutes, followed by three minutes of questioning.

**Mr. Michael Mouritsen:** Mr. Chairman and members of the committee, my name is Michael Mouritsen. I'm director of operations and planning on the staff of the Association of Management, Administrative and Professional Crown Employees of Ontario, known, mercifully, by our acronym AMAPCEO. I'm joined today by Barbara Gough, the elected secretary of the association, who works as a senior policy adviser in the Ministry of Training, Colleges and Universities in Toronto; and by Robert Janiga, a labour relations officer at AMAPCEO. Our president, Gary Gannage, wanted to be here today, but is unfortunately having to deal with the fallout from Mr. Milloy's request for a no-board report in our current round of bargaining. That's the only bargaining pitch I'll make in the presentation today.

We appreciate this opportunity to comment on Bill 171. AMAPCEO represents 12,000 public servants, most of whom work for the Ontario public service, in every ministry, in over 130 communities across Ontario, and in 11 cities outside of Canada. We also represent employees in seven bargaining units outside the OPS, including two independent offices of the Legislature: the Office of the Provincial Advocate for Children and Youth and the recently created Office of the French Language Services Commissioner.

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We're appearing before you today on behalf of our members who work as mediators and arbitrators in the dispute resolution services branch at FSCO. The current cadre of mediators and arbitrators who are now full-time career public servants are a phenomenal resource for the people of this province. They are widely respected by accident victims, the provincial bar and the insurance industry. They provide incredible value to the automobile dispute resolution process.

We believe it is in the public interest that mediation and arbitration functions remain in the public service and that mediators and arbitrators continue to be salaried public service professionals. The arguments for moving these functions to the private sector or to a rostering system do not seem compelling to us. Indeed, the risk of jeopardizing the quality and impartiality of the current system in moving to an alternative approach seems huge, with potential negative impacts on both consumers and the insurance industry.



One of the proposals in Bill 171 is to move the automobile dispute resolution function from FSCO to the Attorney General's Licence Appeal Tribunal, with arbitrators being appointed as order-in-council adjudicators for limited terms. In addition, the adjudicators would handle both mediation and arbitration. We think this is a mistake on a number of levels that will ill serve both victims and insurers.

First, to be clear on the implications of this bill, this is a divestment. Our members, 20 arbitrators and almost 40 mediators, expect to be surplus when the act is proclaimed and implemented. Some arbitrators may choose to apply for and be appointed as limited-term order-in-council adjudicators, but if successful, they will lose their union representation, their job security, their benefits and their participation in the pension plan. Everyone else, unless they can find a position to which they can be redeployed, will have to look for work outside the Ontario public service and find a new job. This is a disruption to them personally and to their families, but it is also an unnecessary disruption in the provision of high-quality services to the public.

Second, mediation and arbitration are two distinct professions requiring different skill sets and expertise. Our mediator members, who have years of experience working on the front line of automobile dispute resolution, do not believe that the system will be improved or become more efficient by adopting this model. Rather, they are convinced consumers will experience a deterioration in service and quality. I've cited in the brief some benefits of keeping them as professional public servants.

Third, much has been made of the so-called backlog in mediation cases at FSCO. During second reading debate, the erroneous impression was left that there is currently a backlog of 16,000 cases waiting for mediation. This is totally false. There was a backlog, which began when the government changed the regulations affecting the responsibilities of FSCO, increasing the workload of staff without increasing the number of staff—this, in spite of a recommendation from senior management at FSCO to increase staff or risk creating a backlog. As the backlog began to grow, requests for increased staffing were rejected by cabinet because of the government-wide FTE constraint program, even though the insurance industry pays for the dispute resolution process on a cost-recovery basis.

In other words, it is fiscal and human resource policies that led to the backlog, not the structure, the processes or the quality of the personnel.

In any event, as of last August, the backlog of files to be mediated was permanently eliminated. For the fiscal year ended March 31, 2014, just over one third of all disputes were kept out of the arbitration system because they were fully settled at mediation, with an additional 10% settled partially, meaning that the issues were reduced, clarified or streamlined going forward—

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. I know you have some to go yet, but we went over time. Sorry about that.

We'll move now to the government. I believe—

*Interjection.*

**Mr. Michael Mouritsen:** That would be great. Thank you.

Fourth, as the arbitrators noted in their submission during the Cunningham review, there is a real risk that the independence of the adjudicators, or at least the perception of their independence, may be compromised in moving to a system of order-in-council appointments. To be considered a fair adjudicative process, decision-makers must be independent and be perceived to be so. The Supreme Court has stated in other jurisprudence that the hallmarks of independence are security of tenure, financial security and institutional independence. All three of these hallmarks are at risk in divesting the arbitration function to limited-term order-in-council appointments.

In conclusion, Mr. Chairman, we are as much in favour as anyone else in fighting fraud and reducing insurance rates. We just don't see how disrupting the careers of the professional public servants who are now fulfilling the mediation and arbitration functions will help accomplish this goal. Our members are convinced that consumers and the insurance industry will suffer a reduced quality of dispute resolution, and we urge the committee to question the wisdom of this aspect of the bill and consider amendments that would keep these functions in the Ontario public service.

Thank you, again, for the opportunity to speak, and we're happy to answer any questions.

**The Chair (Mr. Grant Crack):** Thank you very much. You have a minute and 40 seconds.

**Mr. John Fraser:** I just have one question and one comment in terms of the appointment process. We have a number of adjudicative boards and administrative tribunals across this province that are all order-in-council appointments. I appreciate very much what you're saying. I hear very clearly what you're saying in your remarks, but I don't think I would characterize those boards as having the perception of being unfair or unjust—and that processes of administrative justice in those boards are executed. I just want to put that as a comment that I would have to you.

I very much appreciate your presentation. You've made yourself very clear. Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. We'll move to Mr. Yurek.

**Mr. Jeff Yurek:** Thanks, Chair. Thanks for coming out. The backlog in mediation is gone now. Is there a backlog in arbitration?

**Mr. Michael Mouritsen:** Not to my knowledge.

**Mr. Jeff Yurek:** There's no backlog at all? There's no wait time?

**Mr. Michael Mouritsen:** I don't believe it's an issue.

**Mr. Jeff Yurek:** The question was, is there a backlog?

**Mr. Michael Mouritsen:** I don't know.

**Mr. Jeff Yurek:** When FSCO last year wanted to clear out the mediation, did they not hire an independent group to come in and help?

**Mr. Michael Mouritsen:** They did.



**Mr. Jeff Yurek:** So it worked that an outside agency, that weren't public servants, actually came in and was able to do the job?

**Mr. Michael Mouritsen:** Yes, and the reason that happened was that the government's FTE constraint program was used as an excuse basically not to hire temporary replacements in-house, which is what most ministries do. If there's a backlog anywhere else in government, they hire temporary staff who are there for a year or two and then leave. That could have been done, but instead they piloted basically an outsourcing arrangement.

**Mr. Jeff Yurek:** And it worked—it worked out. So you're saying if it moves to a different ministry or order-in-council tribunal, it's not going to work?

**Mr. Michael Mouritsen:** It reduced the backlog. I think there's some question among our members as to the quality of the decisions that were made.

**Mr. Jeff Yurek:** Thank you.

**The Chair (Mr. Grant Crack):** Okay. Thank you. We'll move to Mr. Singh, NDP.

**Mr. Jagmeet Singh:** Yes. One of the issues you touched on was the importance of independent decision-makers. You listed three criteria or hallmarks of independence that were presented by the Supreme Court of Canada. Can you explain how those three components—security of tenure, financial security and institutional independence—are met by the existing existing mediators and arbitrators and would not be met, in your opinion, by order-in-council appointments?

**Mr. Michael Mouritsen:** Well, I won't be able to do as good a job as the arbitrators themselves did in their brief to Judge Cunningham.

**Mr. Jagmeet Singh:** Sure.

**Mr. Michael Mouritsen:** But as I understand it, the security of tenure that a professional public servant has, means that, among other things, he doesn't have to worry about his benefits or his pension plan or his financial security. He comes in, he's provided with an office—or she—and they can do their work unencumbered by fear of whether they're going to be reappointed in three or four years, and that's a huge issue for our members.

**Mr. Jagmeet Singh:** One of the other issues is that the quality of service—I highlighted institutional knowledge. The current mediators and arbitrators would have significant institutional knowledge. How would you compare that to transferring those services to the Licence Appeal Tribunal? Also, can you talk about the capacity of the Licence Appeal Tribunal to deal with the volume?

**Mr. Michael Mouritsen:** The loss of the expertise I think will be huge. These folks are, as I said in the brief, at the front line of the dispute resolution process. Over time you naturally build up expertise. You can do your job more efficiently, but you can also have a better appreciation of the context. I mean, these are the experts in what many would argue is a very arcane, specialized field. The loss to the system is going to be huge.

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**Mr. Jagmeet Singh:** And in comparison with the existing mediators and arbitrators, the current system,

their ability to deal with high volume—they've been dealing with a high volume—

**Mr. Michael Mouritsen:** Absolutely.

**Mr. Jagmeet Singh:** —compared to the Licence Appeal Tribunal. Are you able to make a comparison if they're in a position to deal with the volume that they potentially—

**Mr. Michael Mouritsen:** Unfortunately, I can't.

**Mr. Jagmeet Singh:** Okay. Finally, one of the suggestions that I've considered—and would this satisfy, do you think, your concern: Justice Cunningham's concern was that the same group or body that regulates the industry shouldn't also be the group that makes the decisions—the decision-makers, in terms of resolving disputes. So moving those decision-makers, those arbitrators and mediators—keeping the same ones but moving them into a different department. So taking them out of FSCO and moving them into the Ministry of the Attorney General but keeping the same actual arbitrators. In your opinion, would that address Justice Cunningham's concerns but also maintain the institutional knowledge and independence of those existing arbitrators and mediators?

**Mr. Michael Mouritsen:** Absolutely. We'd be happy to represent them in the Ministry of the Attorney General.

**Mr. Jagmeet Singh:** Thank you very much.

**The Chair (Mr. Grant Crack):** Thank you very much. We really appreciate you coming forward. Thanks for your insight.

#### ASSOCIATED CANADIAN CAR RENTAL OPERATORS

**The Chair (Mr. Grant Crack):** Next we have the Associated Canadian Car Rental Operators. We have Mr. Craig Hirota, member services manager. Thank you very much for coming. The floor is yours. Welcome, Mr. Hirota.

**Mr. Craig Hirota:** Thank you for the opportunity to speak in front of the committee. Dear members of the Standing Committee on General Government, my name is Craig Hirota. I am the member services manager for Associated Canadian Car Rental Operators, or ACCRO. ACCRO speaks on behalf of the vehicle daily rental industry in Canada.

The vehicle rental industry in Ontario operates approximately 50,000 vehicles composed of Avis Budget Group Inc., Discount Canada, Enterprise Holdings Inc., Hertz Canada, U-Haul Canada and over 160 independently operated car and truck rental businesses.

ACCRO was fortunate to be involved in the Towing and Storage Advisory Group which discussed provincial oversight of the towing and storage industry. We were pleased to see many of the recommendations implemented in Bill 171 and Bill 189, the Roadside Assistance Protection Act.

One of the concerns voiced by our members is the extremely high cost associated with tow and storage



invoices arising from vehicle accidents or mechanical breakdowns. The collective experiences of our members support the need for consistent, province-wide regulation in order to establish predictable costs.

I would like to comment specifically on the portion of Bill 171 that amends the Repair and Storage Liens Act. During the Towing and Storage Advisory Group meetings it was clear that prompt notification of owners and lienholders was a key component in managing storage costs. While the act leaves the specific circumstances that would apply to a reduced notification period to future regulations, it is our expectation that the subsequent regulations would reflect the recommendations that arose out of the Towing and Storage Advisory Group meetings: A maximum 15-day notification period—our industry's preference would be even less—owners and lienholders notified, and applicable to any storage situations not specifically directed by the owner or lienholder.

Prescribing notification requirements is only the first step. ACCRO, on behalf of all vehicle owners, urges the government to remain committed to Bill 171 and Bill 189 so the consumer will no longer have to endure questionable business practices designed to circumvent existing bylaws and regulations.

I will close with a recent, real-world example with names redacted to emphasize the need for strong provincial regulation of the towing and storage industry. In this unfortunate and all-too-common example, the owner was notified well within the contemplated 15-day requirement. However, actions taken by the tow and storage operator led to three additional days of unnecessary storage charges.

A vehicle was towed by a towing company to a body shop. The customer was supposed to return for Saturday, March 22, but did not come back in. The manager of the rental office was off Monday but contacted the customer on Tuesday the 25th in the morning.

The customer let us know that he was involved in an accident on Saturday and that the vehicle was towed. He did not know where it was towed to initially. No information was given to the customer at the time of the tow with a location, nor did the customer give consent to have the vehicle towed to the shop in question. Lack of information given by the tow company at the time of the tow led to one day of unnecessary storage.

The customer called back the next day, March 26, to let the rental office know that the vehicle was at a body shop. The manager called the shop, and they were initially unsure about whether the vehicle was there or not. They said they'd give the manager of the rental office a call back when they located it. They never called back. This was the second unnecessary day of storage.

The rental office manager called the body shop the next day, the 27th, and they were told the vehicle was there, but they didn't have anyone there who could give them the payout information. They said they would call them back when they had this. No call came till 5 p.m. The rental office manager called back, and they said they were closed for the day and to call the next day at 11 a.m. This is the third unnecessary day.

The manager called them the next day and was notified the total payout was \$4,124.50.

A tow from an accident scene and six days of storage—and this was all within the GTA—three of them unnecessary, for \$4,124.50. The rental car company in this example was able to renegotiate the bill to \$2,800, so the extra three days amounted to a per-day storage rate of over \$400 a day, plus HST.

Examples like this are common and affect consumers as well as rental fleet operators. Anyone driving a vehicle on Ontario roads is at risk for this type of abuse. Many times, the costs are borne by a consumer's insurance company. Other times, they are absorbed by consumers themselves. In addition to prompt, timely notification, any vehicle owner should be able to expect to recover their vehicle from a storage lot without having to play games designed to pad the storage bill.

That's my presentation.

**The Chair (Mr. Grant Crack):** Thank you very much. We shall move to the Progressive Conservatives. Mr. Yurek.

**Mr. Jeff Yurek:** Thanks, Craig, for coming out and giving this deputation. Were you part of the Fair Value Committee?

**Mr. Craig Hirota:** We have been contacted by Mr. Gold to participate. We haven't participated in any meetings yet, but we're scheduled to attend their next meeting on May 8.

**Mr. Jeff Yurek:** Okay. Judging from your story here, this type of situation could occur to everyday vehicle owners. I know that the Fair Value Committee says they don't have them on the committee and don't think it's necessary—it's a red herring—but it seems like it happens outside the insurance industry as well.

**Mr. Craig Hirota:** Certainly, our experience in the rental industry is that towers don't discriminate against whoever's car they pick up. They treat everybody the same, which is to say that sometimes they treat us very poorly.

I think what Mr. Gold may have been referring to is that oftentimes the individual consumer defers that cost to his or her insurer, and so the consumer doesn't as often get stuck personally with the bill. But there are a lot of folks who don't have comp and collision on their vehicle, so I would assume they would run into a similar situation. Then that also leads into the abandoned vehicle issue that Mr. Gold mentioned as well.

But certainly with rental vehicles, there are many situations where our members have to pay for the bill themselves because there is no insurance that covers physical damage, or there is no renters' insurance that would step up and indemnify. So yes, it happens to our industry quite often.

**Mr. Jeff Yurek:** Anything in Bill 171 that you think should be added?

**Mr. Craig Hirota:** No, I don't. We came to present because we wanted to stress to keep moving forward. We like the start. We like Bill 189 as well; obviously, we're not here to discuss that, but Bill 189 has a lot more meat



with respect to how the towing and storage industry will be regulated. We're very happy that the government has remained committed to implementing the recommendations from the anti-fraud task force.

**Mr. Jeff Yurek:** Thanks very much.

**The Chair (Mr. Grant Crack):** We'll move to Mr. Singh.

**Mr. Jagmeet Singh:** Thank you, sir, for being here.

**Mr. Craig Hirota:** You're welcome.

**Mr. Jagmeet Singh:** How common or how significant an issue is this in terms of your industry with respect to storage costs being inflated due to some of these issues around notice and practices that are designed to pad the bill?

**Mr. Craig Hirota:** When we were preparing for our participation in the Towing and Storage Advisory Group meetings, I canvassed some of our larger members for their tow and storage data. One company was able to respond with a month's worth of tow and storage invoices. Assuming everybody else has the same experience, which in my experience would be correct, our industry spends roughly \$30,000 to \$40,000 a month in tow and storage bills. The percentage of that which would be, I guess, excessive or at least contain the perception that they're excessive is at least 75%. Most large fleet companies will negotiate service provider contracts for their own internal tows and mechanical breakdowns. The rates that they are able to negotiate are typically 25%, 30% of the going accident-chaser rates that we see on the invoices submitted by our members.

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**Mr. Jagmeet Singh:** That's very helpful. Thank you. Can you break down for me how these two components—one, the notice requirement—how that would assist your industry in reducing the costs? And—well, first, start with that.

**Mr. Craig Hirota:** For our industry, oftentimes we do know our car is in a situation. The renter will eventually tell us, either through our own internal follow-up methods—we'll ask a renter why they're not back yet, and they'll say, "Oh, I got in an accident over the weekend"—or the renter will volunteer. So oftentimes we know something has happened.

The problem we more often run into, as opposed to the lending institutions, is that when we have notice, we're often not given the opportunity to obtain the vehicle as promptly as we would like. So I guess part and parcel to notification—I don't know if this will be covered further in Bill 189, but there should be a duty that, if you give notice, the customer should have the expectation that they can act on that notice immediately and not have to wait for one person, who may be on lunch or on vacation or gone to play golf, who is the only person who can write an invoice, or that they only accept cash, which I know has been addressed in Bill 189 as well with payment types, and we're very happy to see that.

**Mr. Jagmeet Singh:** Sure. The second component—the example you raised was the three unnecessary days. It seemed to be that there was almost a concerted effort to

delay the ability to actually go and pick up the vehicle. Would this bill be able to assist you in any way with respect to that?

**Mr. Craig Hirota:** The bill as written, I don't think, would address that issue. That would be required in some subsequent consumer bill of rights or regulations that govern the tow and storage industry. The reason, in that example, that one rental car company ended up paying out a \$2,800 bill for a tow and three days of storage is because the only alternative is to pay the money into court and adjudicate it at a later date. You get your car out, but the money's held in court. Then you have to go to court and basically fight it out.

You run into a couple of issues: One, it's very time-consuming, so it becomes a pick-and-choose-your-battles on which ones you're going to fight. Two, there is that issue of fair value. I've seen invoices with per-day rates of anywhere from \$100 to \$300. I think it would be difficult for a judge to determine what is truly fair. If everybody is charging 100 bucks a day, maybe the judge thinks 100 bucks a day is fair.

**The Chair (Mr. Grant Crack):** Thank you very much. We appreciate that. Ms. Damerla from the government side.

**Ms. Dipika Damerla:** Thank you, Mr. Hirota, for your excellent presentation. The example that you gave really very clearly spelled out many of the problems that are in the towing industry today and how they are pushing costs up in the insurance industry and thereby pushing premiums up. So thank you so very much.

I heard you say that on Bill 171, and I guess Bill 178 as well, you want us to move forward. I couldn't agree with you more. I have to say that, on the government side, for at least eight weeks now we've been trying to bring this bill to committee, but as you know, it's a minority government and you can only do it if at least two of the three sides agree. Just on Monday—I have to give credit to the Conservatives—they agreed with us. So here we are, moving it forward.

I certainly hope that we'll be able to keep working through, because from what I'm hearing, and then what I heard Mr. Gold say as well, the wild, wild, wild west of towing and storage might come to an end once both of these bills are in place.

**Mr. Craig Hirota:** Thank you. It's good news. It's a very complicated issue. There are a lot of stakeholders at play. Hopefully, the part that we're very interested in is able to move forward if everything else can be resolved to everyone's satisfaction.

**Ms. Dipika Damerla:** Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Hirota, for coming. We appreciate your insight.

**Mr. Craig Hirota:** Thank you.

#### INSURANCE BROKERS ASSOCIATION OF ONTARIO

**The Chair (Mr. Grant Crack):** Next we have, from the Insurance Brokers Association of Ontario, Mr. Arthur Lofsky, government relations consultant, and, I believe,



Debbie Thompson, chair, as well. Welcome to the two of you. You have five minutes. We look forward to your remarks.

**Mr. Arthur Lofsky:** Thank you. Hello, everyone. My name is Arthur Lofsky. I am the IBAO's government relations consultant. I'm joined by Debbie Thompson, who is the chair and past president of the Insurance Brokers Association of Ontario.

For those who may not know, the IBAO represents over 12,000 insurance brokers, who assist six million consumers across Ontario with their auto and property insurance needs. We are licensed and educated professionals. Our priority is to protect the interests of our customers from the time they purchase a policy through to when they may need an independent advocate at the time of a claim, often giving a different perspective from insurance companies themselves.

Bill 171: The IBAO strongly supports all aspects of Bill 171, the Fighting Fraud and Reducing Automobile Insurance Rates Act. This is a vital fraud-fighting piece of legislation and needs to be passed as quickly as possible. It is a prerequisite to help achieve the government's promised rate reduction targets. Consumers need this bill passed if there is going to be any chance of getting rates down responsibly.

We're happy to see the government continue to implement these much-needed reforms to fight fraud and lower rates for drivers. However, it's important to understand that the reforms underlying the promised reductions will take time. Not passing this bill will make it nearly impossible. Attempts to delay or weaken this bill unnecessarily are not in the best interests of consumers, and the IBAO will be vocal if games are played with this legislation.

Bill 171 lowers prejudgment interest to a reasonable rate; fixes the dispute resolution system, as recommended in the Cunningham report; protects consumers from untrustworthy repair and storage shops; and helps implement health clinic licensing.

Since our time is limited, I want to concentrate on two aspects of the bill which have attracted attention. The first is prejudgment interest, PJI. Bill 171 fixes a long-standing anomaly regarding prejudgment interest. PJI is the interest paid to claimants on non-pecuniary general damages, also known as "pain and suffering," due to collisions. It is calculated from the date a plaintiff commences an action to the date a judgment is rendered. It is intended to compensate and ensure a plaintiff is "kept whole" while he or she waits for a judgment on his or her case. The current PJI was fixed in legislation at 5% in June 1990, when the prime rate was 13%. All other forms of PJI in Ontario are set based on prevailing interest rates.

Bill 171 aligns the prejudgment interest rate with the interest rate for special damages, also known as "economic loss," at 1.3%. This measure alone will save millions of dollars and speed up dispute resolution without affecting a deserving victim's benefits in any way.

The IBAO believes the current generous PJI is incenting certain bad actors to abuse the system, to delay

dispute resolution as long as possible, to take advantage of the generous interest rate.

The trial lawyers association is engaging in a campaign claiming that this will harm their clients because they will only receive the prevailing rate of interest. This is false. The IBAO believes that if trial lawyers are sincere about their clients' pecuniary interests, then they could lower their contingency fees from 40% to 25% of a claimant's settlement. The province of New Brunswick caps contingency fees respecting auto settlements at 25%. Perhaps that's something the government should consider, to help get auto rates down.

**Dispute resolution:** The second aspect of Bill 171 we'd like to address is the section concerning dispute resolution. It begins to implement the recently completed Cunningham report, which said that the current system is broken. If implemented properly, the new system will put an end to chronic backlogs.

Indeed, there are 17,000 cases backlogged in the arbitration system. My prepared remarks say 10,000; I just wanted to draw your attention to that. I've just learned it was 17,000.

The new system intends to hear and decide a case within six months, start to finish. Contrary to what you may have heard, the right to sue has not been taken away. Tort claims can proceed just as they have always proceeded.

The IBAO believes it is vitally important to get on with the implementation of Justice Cunningham's report. The current system is delaying timely resolution of disputes for our customers and is unnecessarily expensive and inefficient. Implementing the Cunningham report will provide timely access to a workable dispute resolution system and will lower costs in the system, which are ultimately paid by all of us.

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The IBAO is respectfully asking the committee to refrain from making any material changes to these parts of the bill as this will cost consumers unnecessarily.

We'd be happy to answer any questions you might have.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Lofsky. We'll start with the NDP and Mr. Singh.

**Mr. Jagmeet Singh:** You indicated that the right to sue has not been removed. What basis do you have for saying that the right to sue has not been removed with respect to the statutory accident benefits component?

**Mr. Arthur Lofsky:** Suing includes tort; tort is still allowed to go ahead. The whole arbitration system envisioned is meant as a specialized place to hear all the legal disputes that there are involving auto insurance. Just like Ms. Damerla said, I think it's actually preferable to have a more simplified system, and her condo story that she told is a demonstration of that.

**Mr. Jagmeet Singh:** Just to clarify, though, the right to sue on the SAB side: That is removed—just for clarity purposes, just for accuracy. Just to be accurate. I don't mind that you're—



**Mr. Arthur Lofsky:** Well, no. You can go to court after if you don't like what happens at arbitration or in the dispute resolution system.

**Mr. Jagmeet Singh:** But you're not going to accept that there's a removal of the right to sue on the SAB's level. You don't want to—

**Mr. Arthur Lofsky:** I think the dispute resolution is your suing. That's where you deal with these issues.

**Mr. Jagmeet Singh:** I'm not sure why don't want to admit—

**Mr. Arthur Lofsky:** You only go to dispute resolution when you have a dispute, and that's suing.

**Mr. Jagmeet Singh:** That's okay. Then your concern around—you were very clear to say you'll be vocal about games being played. Why did you focus on that? What are you attempting to say?

**Mr. Arthur Lofsky:** Given the timing of a possible election, we think it's very important that we get this bill passed as soon as possible. I know it goes to clause-by-clause on Monday. If it's delayed beyond that day, we think it could be threatened. We would ask, respectfully, that the committee do its best to get clause-by-clause dealt with on Monday so it can go back to the House as soon as possible.

**Mr. Jagmeet Singh:** Okay. In terms of the IBAO's perspective, is your perspective in terms of what's best for the consumer or what's best for the insurance industry, or in terms of your position—where you're coming from, just so I understand the lens through which you're viewing this. What is your lens?

**Ms. Debbie Thompson:** As insurance brokers, we always advocate on behalf of the consumer. That is first and foremost in our minds, from the time a client comes to us looking for a policy to the time they need assistance with a claim. We're not licensed to adjust claims, but we do act on behalf of the consumer at all times.

**Mr. Jagmeet Singh:** Okay.

**The Chair (Mr. Grant Crack):** Okay, 10 seconds.

**Mr. Jagmeet Singh:** That's fine. Thank you.

**The Chair (Mr. Grant Crack):** All right; thank you very much. We'll move to the government: Ms. Damerla.

**Ms. Dipika Damerla:** Thank you for that excellent presentation. Welcome, Mr. Lofsky and Ms. Thompson.

I understand that insurance rates have started to go down in Ontario. Perhaps you could give us some idea of what's happening on that score.

**Ms. Debbie Thompson:** Yes, we have seen the first round of reduction in rates. On average, the first filing that has gone through and that customers are seeing is anywhere between 4.5% to 6%. The next filing is scheduled to go through, and customers should see that in August of this year, for the total 15% to be completed by August 2015.

**Ms. Dipika Damerla:** The 6% that you mentioned has already taken place. How much more do you think insurance rates would go down if Bill 171 were to become law?

**Mr. Arthur Lofsky:** It's hard to put an actual number on it. I think we can only say with certainty that if it

doesn't pass, there won't be a chance of getting to the 15% in a responsible way.

**Ms. Dipika Damerla:** Typically, I know it becomes the law of the land, but it sometimes takes time for it to work through the system—the savings. Any idea of how long it might take for the savings to start accruing in the system once the changes are made?

**Mr. Arthur Lofsky:** I think I would leave that to the IBC when they're up here to answer that question.

**Ms. Dipika Damerla:** My last question is going to be: There's no question—I've heard many, many people speak and explain why—costs would go down in the system. The other question is: How do they get passed on to the customer? Would you be able to talk about that?

**Mr. Arthur Lofsky:** Well, it's essentially a closed system, as the superintendent of FSCO likes to say. When costs go up, those have to be passed on to the customer; when costs come down, in a competitive system, companies like to undercut their customers and get that business, so they eventually get passed on to the customer. If that does not happen, the regulator is there to ensure that the rates charged are reasonable.

**Ms. Dipika Damerla:** So there are really two mechanisms by which the customer—

**Mr. Arthur Lofsky:** There's competition, and there's the regulator that's overseeing, by statute, what is the reasonable rate of return.

**Ms. Dipika Damerla:** Thank you very much.

**Mr. Mike Colle:** Can I ask a question, Chair?

**The Chair (Mr. Grant Crack):** You have 25 seconds.

**Mr. Mike Colle:** I just want to ask about that 18-year-old that was killed by a motorist, and then the motorist is suing the family of the 18-year-old that was killed. Is that under the auto insurance accident benefits that they're suing the victim? I don't know if you know it.

**Mr. Arthur Lofsky:** I've seen that case. It's a deplorable example of some perverse incentives that are in our justice system. Following that logic, you can go out and hurt or kill someone, and because you feel bad about it, you can sue that person's family. We don't know if it's on the auto policy; I'm not sure. Nevertheless, it's despicable.

**The Chair (Mr. Grant Crack):** So we'll move to the Progressive Conservatives. Mr. Yurek.

**Mr. Jeff Yurek:** It's good to see you guys here today.

**Mr. Arthur Lofsky:** It's nice to be here.

**Mr. Jeff Yurek:** It's good to be anywhere every day, isn't it?

However, I have a question on the prejudgement interest. It was in legislation at 5%, and now we want to put it back at 1.3%. What are your thoughts on maybe a floating rate so that politicians never really have to look at this again?

**Mr. Arthur Lofsky:** Well, it is indeed going to be floating under this legislation. The Attorney General sets all sorts of prejudgement interest on a quarterly basis. This indeed would take it out of the politicians' hands.

**Mr. Jeff Yurek:** That's what we want to do.

**Mr. Arthur Lofsky:** Yes.



**Mr. Jeff Yurek:** A question also with arbitration—I'm glad you gave numbers of a 17,000 backlog in arbitration. AMAPCEO recently—10 minutes ago—claimed that that's not an issue. So is it true, then, that we don't need to touch the dispute resolution mechanism at all if we follow what AMAPCEO is saying? Can you respond to that?

**Mr. Arthur Lofsky:** It sounds like they're interested in making sure that their members' positions are preserved in the migration over to the Attorney General. I would say this: I think it's worthwhile to preserve their knowledge and put them to work in the dispute resolution system.

Beyond that, I think that the current system is clearly broken. It's taking years, in some cases, for people to get their settlements. Anyone who is opposed to trying to get a handle on that and get deserving victims' settlements in a timely fashion, I don't believe are actually acting in their interests—if they claim to.

**Mr. Jeff Yurek:** So the backlog is an issue?

**Mr. Arthur Lofsky:** Clearly. The term “access to justice” is being thrown around, but what is more obvious than that? The access to justice is not timely at all. These changes will make access to justice much more timely—six months, max.

**Mr. Jeff Yurek:** How much time have I got, Chair?

**The Chair (Mr. Grant Crack):** You've got 48 seconds.

**Mr. Jeff Yurek:** Oh, I've got time for this question.

The Liberals raised a good question about what happens when the savings are attained and passing it down. For that to actually occur, it's got to go through another rate filing process.

**Mr. Arthur Lofsky:** Mm-hmm.

**Mr. Jeff Yurek:** I've been advocating for a change to the file-and-use system. I know there are some members of FSCO here who are probably going to shake their head at me, but anyway, we'll work together on that. How do you think that would be? If that was put in place, would we see savings come a lot quicker to our insured people?

**Mr. Arthur Lofsky:** As an association, we support moving to a file-and-use system, with the recent changes, with administrative monetary penalties in place. Theoretically, if these changes are passed, they will have a chance to filter through to the customer through the competitive marketplace faster if you have a faster system where rates can be approved.

**Mr. Jeff Yurek:** Thanks.

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**The Chair (Mr. Grant Crack):** Thank you very much, and thank you both for coming before the committee.

**Mr. Arthur Lofsky:** Thank you.

#### ONTARIO PHYSIOTHERAPY ASSOCIATION

**The Chair (Mr. Grant Crack):** Now we have the Ontario Physiotherapy Association. We have this afternoon Dorianne Sauvé, chief executive officer.

Welcome, Ms. Sauvé. You have five minutes.

**Ms. Dorianne Sauvé:** Thank you for the introduction, and I thank the committee for this opportunity to appear.

As the Chairman said, I am the CEO of the Ontario Physiotherapy Association and a registered physiotherapist. I am also the co-chair of the Coalition of Health Professional Associations in Ontario Auto Insurance Services and bring the perspective of our 10 member associations, representing over 20,000 regulated health professionals, over half of whom work in this sector.

I want quickly to make a couple of general points about the regulation of clinics and then to a specific recommendation regarding Bill 171.

My general points are these:

First, fraud is estimated to account for between 9% and 18% of auto insurance claim costs in Ontario. The OPA and the coalition have been and will continue to be supportive of any initiative that does actually reduce fraud in auto insurance—or anywhere else in health care, for that matter.

Second, to the best of our knowledge, it's never been calculated—the amount of fraud attributable to regulated health professions. We believe this is an important point because, in the absence of that information, there's no way of knowing if the actions taken to counter fraud by health care professionals are proportionate, appropriate or cost-effective. Many of these actions taken during the last reform—the introduction of HCAI, the minor injury guideline and other changes to the benefit system—have already resulted in a significant reduction of costs in this sector. KPMG in their interim report estimates an overall 46% reduction in AB costs as a result of reforms. When regulation of clinics was initially proposed, the full impact of these measures was not known. We maintain that this impact must be fully evaluated to determine whether an additional regulatory system is really needed.

Third, regulated health professionals who assess and treat in auto insurance are registered by colleges established under the RHPA. Those colleges exist to set and enforce appropriate levels of professional conduct and standards of practice to administer a complaints and disciplinary process that is available to everyone, including insurance companies.

Insurance fraud is professional misconduct and could result in disciplinary action up to and including revocation of one's registration to practise. Our position has been that, in the case of clinics managed or owned by regulated health professionals, any additional regulatory system must not duplicate or interfere with the functioning of our professional regulatory colleges. The approach proposed to date is inconsistent with this position.

The role of professional regulatory colleges is to address complaints related to the practice of their registrants, and that includes business practices. In the case of clinics owned by regulated health professionals, using the professional college system would avoid the duplication of a secondary regulatory system and the costs associated with that.

We don't know how much the licensing system will cost. We suspect that, with the cost of administering,



auditing and enforcement for thousands of clinics in Ontario, the cost will be high. Licensing will add costs to health care. In effect, the cost of reducing fraud for auto insurance will be transferred to health care providers and that additional cost may end up impairing claimants' access to the services and access to their practitioner of choice. Because we suspect that, for many practitioners, particularly sole practitioners—small and medium-sized clinics—the cost of licensing could well be prohibitive.

However, we do understand that the course seems to be set for licensing, which brings me to a specific recommendation we'd like to make regarding Bill 171.

This recommendation is to propose a redress of a material imbalance and address another potential source of fraud within the system.

Bill 65 specifically states that the insurer is authorized to pay licensed service providers directly for listed services. Unfortunately, in some cases, the insurer chooses to pay the claimant directly. The claimant is then expected to pay their provider. Again, unfortunately, in many cases, claimants do not pay their providers within a reasonable time, or at all, leaving providers without reimbursement for approved and delivered assessments and treatments.

Experience in other payment models, such as OHIP, WSIB and extended health, indicates that direct billing to the insurer with direct payment to the provider reduces everyone's transaction costs and minimizes or eliminates the opportunity for personal gain through fraud, whether intentional or unintentional, by claimants or others acting on their behalf.

In addition, if the intention is to limit the ability to direct-bill insurers for accident benefits to licence holders who must bear the additional cost of a burdensome and expensive licensing system, then we believe that requiring insurers to pay licence holders directly for their services is appropriate.

We are seeking this amendment to Bill 171 to require insurers to make payments for listed services which have been approved by the insurer directly to the holder of the service provider licence under subsection 288(2) of the Insurance Act, as amended by Bill 65. Though this amendment will not address the larger concerns I have raised, it would represent some accommodation for health care practitioners who must bear the cost of regulation.

Thank you for your time and your attention, and I welcome your questions.

**The Chair (Mr. Grant Crack):** Thank you very much, Ms. Sauvé. We will go to the government side. Ms. Damerla.

**Ms. Dipika Damerla:** Thank you, Ms. Sauvé. I just had a quick question. When I go to my dentist, I get the cheque and then I pay my dentist. You were suggesting that that model, where the claimant gets paid and then they have to go and pay the dentist, could result in fraud. I'm just trying to understand what the difference might be in a model like that. Is there a similar level of fraud where dental patients don't wind up paying their dentist, is what I'm trying to understand.

**Ms. Dorianne Sauvé:** I've never managed to leave my dentist's office without having to pay out of pocket before I leave the office. In this case, we are providing a service. We go and we submit a treatment plan. We do an assessment. We can't get paid for the assessment until it's approved. We submit a treatment plan. That's approved. We deliver the approved services. We don't get to find out that the insurer is going to choose to pay the claimant directly until after the services are delivered and nobody is walking in our door.

It's really not a comparison between what happens in a dental office and what happens through the auto insurance system for health providers.

**Ms. Dipika Damerla:** That's interesting, because the reason I brought that up was, my daughter has braces, so it's a similar plan. They don't expect me to pay the \$3,000 up front. As the insurance company pays, I pay them. Maybe it's not a regular model, but I was just curious.

I know Mr. Colle has some questions. I'll leave that to him.

**Mr. Mike Colle:** Yes, painful. Anyway, I'm sure that the legitimate physiotherapists are not the problem. That's been my experience. But what about the ownership of the physiotherapy clinics? Do you have to be a physiotherapist to own a physiotherapy clinic?

**Ms. Dorianne Sauvé:** You don't have to be a regulated health professional to own a clinic of any type, necessarily, in Ontario. Again, there are multiple levels of ownership structures that are present in Ontario. I think that's why, as a coalition and as an association, the OPA submitted that there should be a different system for licensing or registering clinics that are not owned by regulated health professionals versus clinics that are owned by regulated health professionals who are already subject to auditing and standards associated with their business practices.

I think that there's an opportunity to look at what is reasonable regulation based on whether or not you're subject to another coexisting regulation system.

**Mr. Mike Colle:** Because it has been my experience in the past where there were clinics in Toronto, in the GTA, owned by organized crime. They were using a front of one, perhaps, registered health professional, but then they had some other people they called "physiotherapists" working in the clinic. They weren't actually doing any therapy, but they were very good-looking, very attractive—but they were providing, supposedly, this therapy.

I guess what you're saying is, maybe one of the root causes of that is who owns them, and are they in any way regulated or checked? Because as I've said before, I think the registered health professionals are not the issue; it's these characters who see money to be made in physiotherapy, and they see accident victims as maybe their target audience.

**Ms. Dorianne Sauvé:** I think—

**The Chair (Mr. Grant Crack):** Very quickly, please.

**Ms. Dorianne Sauvé:** Yes—I think you're bringing up two really important points. One is that in Ontario, we



don't have the protection of professional descriptors, so anyone can start up a clinic and say they provide physiotherapy, and as long as they're not holding themselves out, that's an issue. So the transparency to the public isn't there.

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But the other thing that you're bringing up is, the way that this system has been built and currently going to go forward under this bill, there is no differential for the cost that will be associated with an owner that is not a regulated health professional and the owner that is. What you are saying is that good actors, the legitimate people, regulated health professionals within that system—to me, there's a mix-up here. If we acknowledge that these people aren't the problem, then why are they being asked to pay the same as those owners who are not regulated health professionals?

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. I appreciate it. Mr. Yurek.

**Mr. Jeff Yurek:** Thank you for coming in. I'm just going to make a comment to start; maybe it will help Ms. Damerla understand. In one of my pharmacies, before they transformed most of the system to an HCAI-like system that regulates what gets billed and what doesn't, there were quite a few people who would get a cheque for the drugs that I gave them. Of course, when in customer service, which I'm sure you're doing, you let them have a charge account, and hopefully, they bring the cheque in and follow up. However, there is the odd family that decides that that's their money once they get it. You never see the cheque, and you have to take the loss in the business.

So I take your point very seriously, that that is an area that we should be looking at and maybe try to help small business throughout the province ensure that they get paid for the services they actually do offer. I think that's an excellent amendment that we should have further discussion on as a committee, because it does affect small business. I just want to put that comment out there, which leads me to my question about you.

You've mentioned the HCAI system. If we did implement direct payment from the insurance companies due to covered service of the HCAI, do you think we could grow the HCAI system to actually create a better computer system where we can actually weed out fraud using the computer system and try to decrease what's going on out there?

**Ms. Dorianne Sauv :** Well, I think anything that can encourage increased use of the HCAI system is going to be better all around, one, for information gathering and, two, for exactly these kind of things—is there a potential to add to the online education or immediate payment, direct payment, back to the provider who has input all of this information?

But I'm concerned, when we look at this system, that we're looking at it in terms of regulating clinics and that you're going to actually lose people participating within the HCAI system, because they might not choose to be licensed in order to direct-bill, so they won't be partici-

pating within that system. It reduces the effectiveness of what I think has a huge potential to help identify trends or issues related to fraud. We have something that has a real potential to help us identify and flag issues but will become less effective if less people participate in it, and less people will choose to participate if the cost of licensing doesn't really match up to what they see as a business case for them.

**The Chair (Mr. Grant Crack):** Thirty seconds.

**Mr. Jeff Yurek:** Thank you.

**The Chair (Mr. Grant Crack):** Mr. Singh.

**Mr. Jagmeet Singh:** Good morning—or good afternoon, sorry. I'm stuck in the morning still.

One of these suggestions you had was essentially—well, there are two suggestions. One is potentially a direct payment option so that the insurer would pay the service provider directly. That's one of your suggestions. Do I have that right?

**Ms. Dorianne Sauv :** If you require that some of them be licensed in order to bill the insurer directly, then having the opportunity for the insurer to pay that provider directly should be required.

**Mr. Jagmeet Singh:** Right. So there is actually some incentive for the licensing.

**Ms. Dorianne Sauv :** Yes.

**Mr. Jagmeet Singh:** The second component of that—I don't know if it's the second, but an additional point was that having a different system set up for, if the owner of a clinic is a regulated health professional, they would be subject to the regulatory body for that health profession, and they would have audits and various checks and balances in place, including audits, including misconduct, potentially, for fraudulent activities. They would maybe have a basic registration versus a more onerous and more thorough registration process or an oversight mechanism for those who are unregulated. Is that something that would satisfy one of your concerns, at least?

**Ms. Dorianne Sauv :** Absolutely. Again, you go back to the HCAI system as an opportunity to really act: If we enhance it as that registration system for regulated health professionals, then the corresponding regulation system for non-regulated owners would be smaller and obviously less costly and less onerous.

**Mr. Jagmeet Singh:** That makes sense. Were there any other issues around the regulation of service providers that you saw any problems with or any ways to ensure that it was done in a more effective manner or a less onerous fashion for you?

**Ms. Dorianne Sauv :** I think, again, it comes back to—we are already regulated for our business practices as regulated health professionals. I think that there's a system set up that we can easily look at registration and reporting mechanisms that can be tied into that and strengthen even that, but at this point in time I think that we really need to go to what was mentioned as potentially more of the source of the problem, which is the non-regulated health professional owners or areas where there's more of an intentional approach to fraud.

**Mr. Jagmeet Singh:** That's fair.



**The Chair (Mr. Grant Crack):** Sixteen seconds.

**Mr. Jagmeet Singh:** Sixteen seconds? That's good. That's my time. Thank you.

**Ms. Dorianne Sauv :** Thank you.

**The Chair (Mr. Grant Crack):** Thank you very much. I appreciate it, Ms. Sauv .

## INSURANCE BUREAU OF CANADA

**The Chair (Mr. Grant Crack):** Finally, we have the Insurance Bureau of Canada. We have Mr. Ralph Palumbo, vice-president for Ontario; Ryan Stein—is he with us today?—and Ms. Barb Taylor, director of policy for Ontario. Thank you very much. We welcome you. You have five minutes.

**Ms. Barb Taylor:** Good afternoon. My name is Barb Taylor. I'm the director of policy for Ontario region for the Insurance Bureau of Canada. I am accompanied by legal consultant Lee Samis, and Ryan Stein, the director of policy from IBC. We appreciate this opportunity to present to the committee on Bill 171.

We understand that attempts at reforming the auto insurance product inevitably lead to arguments that insurers will be enriched at the expense of consumers. Bill 171 does not do that. Too often, those arguments come from people who, in fact, are enriching themselves on the system and at the expense of consumers.

Bill 171 is an attempt to appropriately reduce unnecessary cost where it is right to do so, with the ultimate objective of reducing premiums. Two important provisions in the bill focus on combatting fraud and abuse. Service provider licensing, which is also a key recommendation of the anti-fraud task force, will bring regulatory oversight to an industry that has been rife with fraud and abuse. This abuse affects premiums that consumers pay for their insurance. It will also establish an audit system and ensure that only clinics that are licensed can be paid directly by insurers. In addition, the bill amends the Repair and Storage Liens Act to reduce unreasonable storage costs for vehicles damaged in motor vehicle accidents. The bill will also deal with broken-down, ineffective, inefficient processes for resolving disputes.

The fiscal mediation arbitration system: The system was originally designed to provide a low-cost, effective way to resolve accident benefits disputes. The original objective was to provide an alternative to the courts—a quick and cost-effective alternative. That cannot happen when the system is dysfunctional, as it is today.

IBC supports the removal of jurisdiction from the Financial Services Commission of Ontario to a new body with a mandate: the Licence Appeal Tribunal under the auspices of the Ministry of the Attorney General. Tribunal members would be appointed by order in council. There would be accountability and tenure under a fixed renewable term. The system would be funded by assessments against insurance companies with no new costs to taxpayers. In addition, the bill assigns prejudgment interest that is paid on pecuniary damages at 1.3%, similar to

a rate that is paid on non-pecuniary damages, pain and suffering, which is now at 5%.

PJI, prejudgment interest, is meant to compensate a claimant for lost time value of money. It should reflect the value of money, so that the claimant receives the full value of the claim award as if he or she received it on the day that he or she served notice of the claim. The 5% PJI on non-pecuniary awards was set in 1989, when interest rates were very high. They were double-digit rates that were in excess of 12%. That is not the case today. The PJI rate is not linked to any external indices, so the result is a prescribed rate of interest on non-pecuniary damage that is disproportionate to the actual interest rates today. It's an overstatement, based on original principles, to what was originally established.

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Overall, Bill 171 will lead to reduced premiums for hard-working consumers by implementing key recommendations from the anti-fraud task force report and making needed changes to the automobile insurance system. It would do this by reducing the opportunity for those in the car accident business to unduly profit from the benefits available in the current system today.

So, if passed, Bill 171 would:

- fix the dispute resolution system;
- maintain the ability of claimants and insurers to appeal decisions to the courts;
- maintain the right of claimants to pursue tort claims in court;
- reduce prejudgment interest rates;
- calculate both rates of interest on the basis of an external link—for example, the Bank of Canada;
- maintain the ability of the courts to award prejudgment interest;
- reduce the ability of fraudsters to charge exorbitant storage rates; and
- facilitate the implementation of service provider licensing systems.

The public needs Bill 171. It needs to be passed. It needs legislators to stop playing political games with automobile insurance and, with this bill, to get down to the business of implementing measures that will allow regulations that will revitalize this important aspect of the automobile insurance system. We are asking for your support in Bill 171. It needs to be referred to the Legislature for third reading, and then it needs to be passed.

We would be happy to answer any questions you might have, and we have provided a written submission.

**The Chair (Mr. Grant Crack):** Thank you very much. One out of eight that actually hit the five-minute mark. Congratulations.

We'll start with the Progressive Conservatives. Mr. Yurek?

**Mr. Jeff Yurek:** Thank you, Chair.

Thank you for coming in today. With Bill 171 having become a need for Ontarians and the insured, would you agree that it's a need because the government has mandated a 15% cut instead of working with the industry?



**Ms. Barb Taylor:** Absolutely. FSCO has already had about 88% of the insurers filing rates so far. The rates have come down by 5.7%. But in order to reach the government's target, additional reforms need to be put in place. That basically is what needs to happen.

**Mr. Jeff Yurek:** Would you agree that if the government was clearly wanting to lower rates immediately for people throughout Ontario, they would change to a file-and-use system in this province?

**Ms. Barb Taylor:** A file-and-use would definitely be something that would be supported by the industry. Basically, it would be a system that would allow companies to quickly file their rates, and then basically the system works such that if there's no objection from the regulator, then they can go ahead and use those rates, usually after about 30 days. So that would definitely bring rates down immediately. But again, there are still some lags in the system, because rates do go into effect over a 12-month period.

**Mr. Jeff Yurek:** Sure. So file-and-use would get the savings to the people much sooner.

**Ms. Barb Taylor:** Much quicker, yes.

**Mr. Jeff Yurek:** So would you be opposed if an amendment was posed to implement a file-and-use system in Ontario?

**Ms. Barb Taylor:** Absolutely not.

**Mr. Jeff Yurek:** Okay.

Thank you, Chair.

**The Chair (Mr. Grant Crack):** Thank you very much, Mr. Yurek. We'll move to Mr. Singh.

**Mr. Jagmeet Singh:** Thank you so much for being here today. One of the things that has come up is—the comments have been that Bill 171 is necessary to bring the premiums down. I certainly see how many of the amendments here will save the insurance industry costs. Is there a mechanism or any guarantee that reducing the costs for the insurance industry will actually result in reducing premiums? Can you explain that mechanism? How does that happen?

**Ms. Barb Taylor:** Definitely. There is a mechanism in place. FSCO has now got the authority to order filings. Like I said, 88% of the insurers have already had requests from FSCO to do an ordered filing. So what happens is, they're usually given about a 60-day time frame. The company comes in and submits their filing. My understanding from companies is that a lot of the companies have actually taken rates below what they had in their actuarial indications. So a company might have come in saying that their actuary indicates a 5% reduction and they got minus 10% instead of 5%. So FSCO has definitely been on top of the companies in bringing the rates down. We want to make sure those rates are sustainable.

**Mr. Jagmeet Singh:** Sure. Would you be able to perhaps give an indication of what percentage savings each of the amendments would be able to provide? For example, if the interest rate was reduced from 5% to 1.3%, what percentage savings would that result in? Or if the dispute resolution system was changed and the right

to sue was removed from the statutory accident benefits side, what percentage reduction in premiums would that result in? Are you able to break that down?

**Ms. Barb Taylor:** Not totally, but I have heard about prejudgment interest from a couple of companies that have done some internal work themselves. One of the companies indicated that it could be as much as a 1% overall reduction for the entire industry based on their own data.

I'm not sure—Ryan, did you have something else you wanted to—no.

**Mr. Jagmeet Singh:** Are you able to cost out these schedules or each of these amendments or each of these components of this bill and cost out what each of them would save you?

**Ms. Barb Taylor:** Some of them are more difficult to do the actual costing. Some of them, we might be able to do that. It definitely depends on the actual details. Once you have the details, we can send something to actuaries and get costing.

**Mr. Jagmeet Singh:** Sure. So would you be able to provide, for example, X dollars and savings to the industry? What would that translate to the consumer? If you're able to save \$100 million or \$1 billion, what would result in? How much savings would that be for the consumer? Would that be a 5% reduction? Would that be 1% reduction? Are you able to cost that out?

**Ms. Barb Taylor:** I'm fairly certain that an actuary could probably do that, yes.

**Mr. Jagmeet Singh:** And would you be able to provide that to this committee, a costing of what the savings are?

**Ms. Barb Taylor:** It would be very difficult. As I said, I have to only do this on specific regulations where there's actually numbers involved because, some things like, for example, the licensing of clinics, there are no actual numbers involved as to how much fraud would be saved or how much the system would cost.

Ryan, did you want to—

**Mr. Ryan Stein:** Yes. I just wanted to add: The PGI Barb already explained, but a lot of the other provisions are setting the groundwork for regulations that are going to come after and put in place the whole system. So they will undoubtedly have stability and fight fraud and reduce costs, but this is just setting the groundwork for the bigger thing, for the remainder of the work to come.

**Mr. Jagmeet Singh:** So basically it'll save you money, because you're not able to say how much it's going to save the consumer money?

**The Chair (Mr. Grant Crack):** Okay. Thank you very much. We'll move to the government side. We went over about a minute there; apologies. Mr. Colle.

**Mr. Mike Colle:** Oh, thank you. I was in this room a while ago and I talked about my auto body repair guy, Rocky, who said that this client of his had the car towed to the dealership across the street, which is a brand name dealership. It had to be repaired, so the client says, "Rocky, can you phone the dealer and get my car?" So the dealer says, "Two thousand bucks." But Rocky said, "But I can drive the car across the street. I've got to pay



2,000 bucks to get the car so I can fix my client's car?" "Two thousand bucks."

That 2,000 bucks: Is it eventually passed on to the insurance company? Do you pick up that 2,000 bucks for driving the car across the street, the way the system is now?

**Ms. Barb Taylor:** The way the system works now, a lot of those exorbitant costs are passed in to the insurance company and hence they get passed on to consumers.

**Mr. Mike Colle:** Do you ever question the person who asks for the \$2,000 to drive the car across the street, whether that's legitimate?

**Ms. Barb Taylor:** I'm sure that the insurance companies have their claims adjusters, as well as their SIU units that do look into investigating situations where there's potential fraud in the towing industry.

**Mr. Mike Colle:** In fact, the other day, the insurance brokers were here. One of the brokers told me that in a minor bender that was probably under \$1,500, the car was basically taken hostage by one of these tow truck operators, whatever you—pirates. It ended up costing \$6,000 to get that car out of hostage from some pen out there somewhere in the GTA. Six thousand bucks. Is there any way that the insurance companies could challenge that right now, or do they just pay?

**Ms. Barb Taylor:** I'm sure there are ways to challenge it, but certainly more regulation and legislation are needed around the towing industry and storage facilities. That's one of the things we do appreciate in this bill: that there are provisions for giving notification. As well, I believe there's Bill 189 from the consumer services ministry. Again, that legislation is important and needed to help reduce costs and reduce fraud in the system so these costs don't get passed on.

**Mr. Mike Colle:** But does the insurance bureau ever track these people who hold these cars hostage for thousands of dollars? I'm sure you must know who they are, because this has been going on for 40 years, where they're basically taking cars from scenes of an accident—the tow truck driver gives them the assurance, "Everything is okay; I'll take care of it," and then you

find, a day later, that you can't get your car back. Then you phone your insurance company, who says, "Well, I can't get it back either. It will cost you so much money."

Do you know who these characters are that basically make thousands of dollars just—in fact, almost, again, they essentially take the car from the scene of the accident, when the poor accident victim is probably not thinking straight and they're assured, "No, the car will be—we'll take of everything."

Is there anything insurance companies can do to track these people that do this on a routine basis, and say, "We don't do business with these people, and we won't pay"? Can you say you won't pay these pirates that steal cars from people and hold them hostage?

**The Chair (Mr. Grant Crack):** Quick response, please.

**Ms. Barb Taylor:** One of the things the insurers have been doing recently is, they've joined what's called CANATICS, which is where they are able to gather information jointly through each other, so that they can gather information where there is fraud happening not only to one company but to multiple companies. That can kind of show a trend of particular providers or towing companies that are causing huge and fraudulent fees. This system is going to be starting soon, and that's one of the ways that insurers are dealing with fraud.

**Mr. Mike Colle:** But if all the insurance—

**The Chair (Mr. Grant Crack):** Okay, thank you very much. Thank you, everyone. I know Mr. Colle would continue until 6:30.

I would like to thank everyone for being a delegation today, all eight of you. I'd like to thank the members of committee.

I just want to remind the committee and each party that the deadline for filing the amendments to the Clerk on this act is Friday at 12 noon—this Friday.

Thank you very much, everyone. This meeting is adjourned. Have a great evening.

*The committee adjourned at 1802.*

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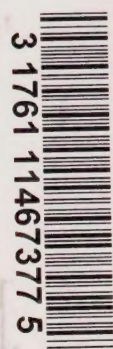












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